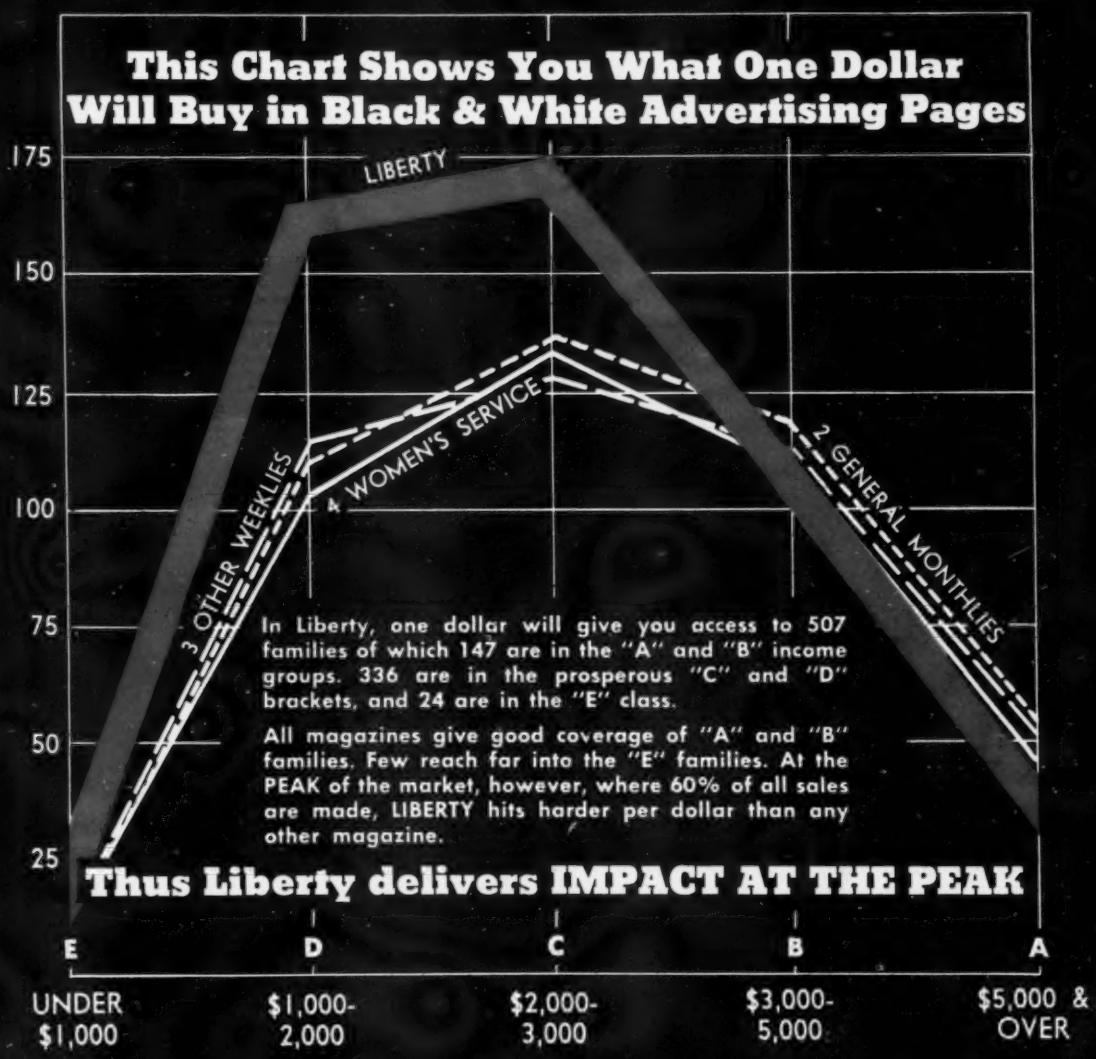


# Sales Management

OCT 11 1941



OCTOBER 10, 1941 \$1.00 A COPY  
MANAGING SALESMEN IN 1942

# Meet a Couple of Buying Farmers on

## Their Way Up!



*Head and shoulders above all others, that's where the "Heart" farmer stands. He's a machine farmer, a capitalist. He raises and sells more of the things that will weigh most in the world's food economy now, and for years to come—beef, butter, pork, eggs, poultry.*

*And, note this well—he and his "Heart" farmer neighbors will garner more than half the national farm income this year—every year!*

Here's a booming, zooming market, insured by both nature and parity for the years ahead—a true *farm* market, distinctly different, definitely richer than so-called "rural" markets.

And ready to help you woo and win this market for your own, is *Successful Farming*, the *one magazine that covers the best of the top-notch "Heart" farmers*—the farm magazine edited *for the farm*, read *on the farm* by real farm buyer-readers!

*Successful Farming* keeps your farm advertising dollars at work on the farm—guarantees you a maximum response from these better-buying business-farmers. Because of its Editorial Vitality—its double-duty concept of editing to farm *and* home—*Successful Farming* is preferred above all other farm magazines.


Ask any *Successful Farming* salesman to prove this to you. And ask him why *Successful Farming* will give your magazine schedule a better balance. Meredith Publishing Company, Des Moines, Iowa.

Marked for life and markedly different—in the things that count! Farm youngsters such as these two are destined to buy more clothes, more cars, more home furnishings... destined for greater satisfaction of worldly desires. Why are they different? What sets them apart?... It's the fact that their parents are the thousands of farmer-capitalist families of the "Heart" region—those thirteen fortunate states where one-third of the nation's farmers are producing more than half of the estimated 10 billion, 700 million dollar 1941 farm income... and will produce more than half of the 12 billion dollar market predicted for 1942.

*The Best Farmers  
in the Best Farm Region  
Prefer*

**SUCCESSFUL  
FARMING**





**Prosperity's going  
to America's**

**FEET**

That foot up there belongs to a Defense factory worker whom we'll call Joe.

Joe's stepping out today. Stepping out in the very same shoes his Boss just bought, in this very same store.

Unbelievable? Just look at a recent Boston or St. Louis or Cincinnati paper. A leading low-price shoe chain is advertising to persuade Joe that, despite his husky pay envelope, "\$3.60 shoes are still your speed."

• • •

Joe's just a straw in the 1941 Defense wind.

He's a symbol of the millions of new prospects who are springing up for your product today.

He's typical of the Defense prosperity that's peaking up in the big industrial areas. Breaking all auto license records in Baltimore. Sending home-building up 60% in Memphis. And department store sales up 35% in Pittsburgh.

• • •

This new market pattern calls for magazine advertising cut to fit the cloth. Advertising that singles out the Defense centers, and cuts through all income groups from the Bosses to the Joes.

That's a natural for THIS WEEK Magazine. Distributed by 23 great Sunday newspapers, in the 23 Key Markets that have almost  $\frac{2}{3}$  of all Defense orders,

THIS WEEK covers as many homes there as the next 4 weeklies, or the top 4 women's magazines, combined.

That's why millions of 1941 advertising dollars are finding their way into THIS WEEK . . . Why scores of advertisers are making it their No. 1 magazine.

---

#### **HAVE YOU SEEN OUR "42 MODEL"?**

*New in size: standard weekly magazine page size. New in format: a complete feature on each page or spread. No more "back of the book."*

**EASIER TO HOLD, EASIER TO  
READ, EASIER TO BUY FROM**

Let us send you a "Preview Copy" of the 1942 THIS WEEK Magazine.

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## **THIS WEEK MAGAZINE**

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**SELLS THE KEY MARKETS**

# Sales Management

VOL. 49, NO. 8

OCTOBER 10, 1941

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# Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending October 10, 1941:

## Prepare for a Buyers' Market

"HEAVIEST SINCE 1929"—that's what retailers of luxury items said about the buying spree which swept the country just prior to October 1 and the new excise taxes. The costliest furs and the finest diamonds, vintage champagne and fine pianos sold at a rate which our younger generation has never seen before. Prevalent everywhere was an attitude of just spending while the spending's good.

The throngs of women rushing to buy furs in New York's Fifth Avenue section were described by ordinarily conservative store executives as "terrific," and "tremendous." At Jay-Thorpe, Inc., the throng of women was so strong that the store was forced at times to close off its fur department until room for new customers was available. Although the buying of furs, cosmetics, perfumes and liquor did not take on quite the same frenzy that was witnessed early in August for silk stockings, the increase in sales ran from 200% to several thousand per cent above normal.

A big Fifth Avenue jeweler was quoted by the *Wall Street Journal* as saying, "Our expensive articles running \$50,000 to \$75,000 each are not moving very often, but cheaper little items running \$10,000, \$15,000 and \$20,000 are moving fast."

There aren't any \$65,000 Russian sable coats to be had this year, but that's because you can't get sables from the Soviet at this moment, but at Gunther's, in New York, they were doing excellent business during September in "moderate priced" items which cost Papa or Sugar Daddy \$2,000 to \$3,000 each.



Similar reports come from all of the large cities—buying because of specific higher taxes ahead, buying in spite of generally higher taxes ahead, buying because of a fear of inflation—and just plain buying for no other reason than plentiful cash.

If the outlook is so rosy, then why do we talk about a coming buyers' market?

We do so because we believe that even with reduced production on civilian goods sales are going to be difficult by next Spring because of higher prices, increased income taxes, and the terrific amount of anticipatory buying which has been going on this year.



Ward's Reports, Inc., is the generally accepted source of information on automobile production; and, according to Mr. Ward, the curtailment of passenger car production ordered by the O.P.M. is much like locking the barn door after the horse is gone. "The heavy retail buying during the past year definitely robbed the future. I doubt if it will prove that the curtailment was necessary." The opinion expressed on September 26 by the Association of American Railroads was perhaps even more significant. For months there was the fear that a freight car shortage this Fall was inevitable. Now the railroad people report there is no likelihood of such a shortage.



The *New York Times* on September 30 quoted an electrical appliance executive as follows: "Many people who

OCTOBER 10, 1941

in 1941 paid a comparatively small income tax or none at all will have to pay next year an amount equal to the price of their refrigerator or an electric range. Many will be completely unprepared for this development and Spring business will be materially affected as a result.

"I know that we will have to exert greater promotional pressure to sell an individual unit in 1942 than we did this year, so I am recommending as large a budget for each appliance group as possible."

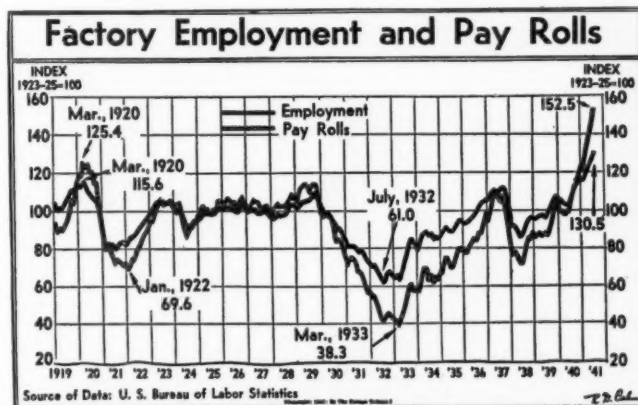
The company head, the sales executive, or the individual salesman who has the idea that sales will continue to come easy as long as the employment rate is high and the national income big, is due for a rude and abrupt awakening in our opinion. We won't try to predict the exact day, but it will most certainly come before March 15 income taxes have to be paid and quite likely as early as February first.



We aren't predicting bad times; we think that there will be dislocations in some one-industry towns which can't make defense goods and which are unable to get materials for civilian goods, but we aren't very pessimistic even about that for we believe that the government is really worried about the possibility and will find ways and means to minimize both the length and degree of those dislocations. But even though we could look forward to continued gains in national income and continued gains in employment, we still believe that the so-called "sellers' market" is an illusory, short-lived phenomenon, and that in 1942 there will be need for hard selling, intelligent sales training and supervision, ingenious and consistent sales promotion and advertising.

Therefore this issue of SALES MANAGEMENT'S "Managing Salesmen" comes at a highly opportune moment. Unless all signs fail, we shall probably have three or four months more of the easy spending which makes a sellers' market. During that period, the alert and far-sighted sales executive will be planning for the buyers' market which is coming.

PHILIP SALISBURY



Both factory employment and payrolls are well above the old 1929 high, and the sellers' market might continue if it weren't for two facts: Much of this year's buying has been anticipatory, and come next February-March twice as many people as ever before are going to wonder what they'll use for income tax money. This "Managing Salesmen" issue of SM will help you prepare for the buyers' market to come.



The faces of these Firestone student salesmen, watching a classmate make a practice sales presentation of a Champion tire, are critical with good reason. Behind each man is four months of hard work in every department of a Firestone retail store; he knows from experience as well as theory how the job should be done.

## How Firestone Picks and Trains College Men for Sales Careers

To maintain a constant flow of qualified man power for its far-flung sales operations, Firestone selects 100 or more college graduates each year and puts them through a rigid nine months' course of sales study. A high percentage of the company's present marketing executive staff came from these ranks.

Based on an interview by A. R. Hahn with

**LEONARD K. FIRESTONE**

*President, Firestone Aviation Corp.,  
Formerly Trade Sales Manager, Firestone Tire & Rubber Co.,  
Akron, Ohio*



**T**HE problem of sales and sales executive man power is perennial in most companies for but one reason: The management hasn't a definite, well-thought-out plan for replenishing its ranks when men die, quit, get fired, join the Army, or are promoted. They haven't any "reservoir."

Sound corporate practice requires the setting up of reserves against say, the need for expansion, for re-tooling, or for obsolescence of product. Why, then, has not this same principle been applied more generally to building reserves of man power for the future?

In a few big firms the business of maintaining a flow of adequate man power is properly regarded as a major function of the business. Often a special department exists to handle it.

And usually the most difficult assignment this department has to handle is that of recruiting talent for the marketing side of the business.

One such firm is the Firestone Tire



& Rubber Co. of Akron, an outstanding example of a company that systematically pumps new blood into its corporate arteries by hiring and training, year after year, a group of 90 or more college graduates selected for their special qualifications for the work.

This year a class of 119 is going through the mill . . . working on gas islands at Firestone retail stores, boning up on rubber from plantation to tread-test, smacking against field problems in company with seasoned salesmen, keeping notebooks, unravelling quiz problems . . . doing it the hard way, from the a b c's on up to the intricate operation of managing a retail store.

It's the "career" idea again, in recruiting. Firestone is not just bidding in a group of personable, intelligent youngsters to fill slots in a giant corporate organization. They're selling men on the idea of making Firestone their life work. They're deliberately building the company's future executive staff.

Defense has affected this policy only slightly—in that the company is taking into account the fact that it will probably lose more than a normal number of men during the years of the emergency. They continue to train men of

draft age, even those highly eligible, in the hope of getting them back after their term of service is completed.

Firestone started its college recruiting plan in 1924. Since then it has undergone some refining—mostly in the direction of making qualifications more rigid.

Leonard K. Firestone, a member of the 1931 college class group, and one of five sons of the founder, Harvey S. Firestone, frequently speaks before the training class. Although Mr. Firestone has recently become president of the Firestone Aviation Corp., the tire company subsidiary, his interest and enthusiasm for this training program remains unchanged.

"Today," says Mr. Firestone, "about 34% of the personnel in the home office sales department came up through the Firestone 'post graduate' training course . . . 17% of the regional managers . . . 22% of the divisional field sales managers . . . 14% of the wholesale salesmen . . . 12% of the store managers. In another half dozen years or so, it is probable that college trained men will make up the bulk of the executive staff engaged in sales work."

Before the end of a year, each department head is asked to budget his man power requirements for the fol-

lowing year. The "want list" for 1941 was itemized thus:

#### Man Power Quota, 1941

|                    |     |
|--------------------|-----|
| Sales              | 60  |
| Export sales       | 2   |
| Credit             | 12  |
| Accounting (field) | 9   |
| Accounting (Akron) | 6   |
| Technical          | 30  |
| Total              | 119 |

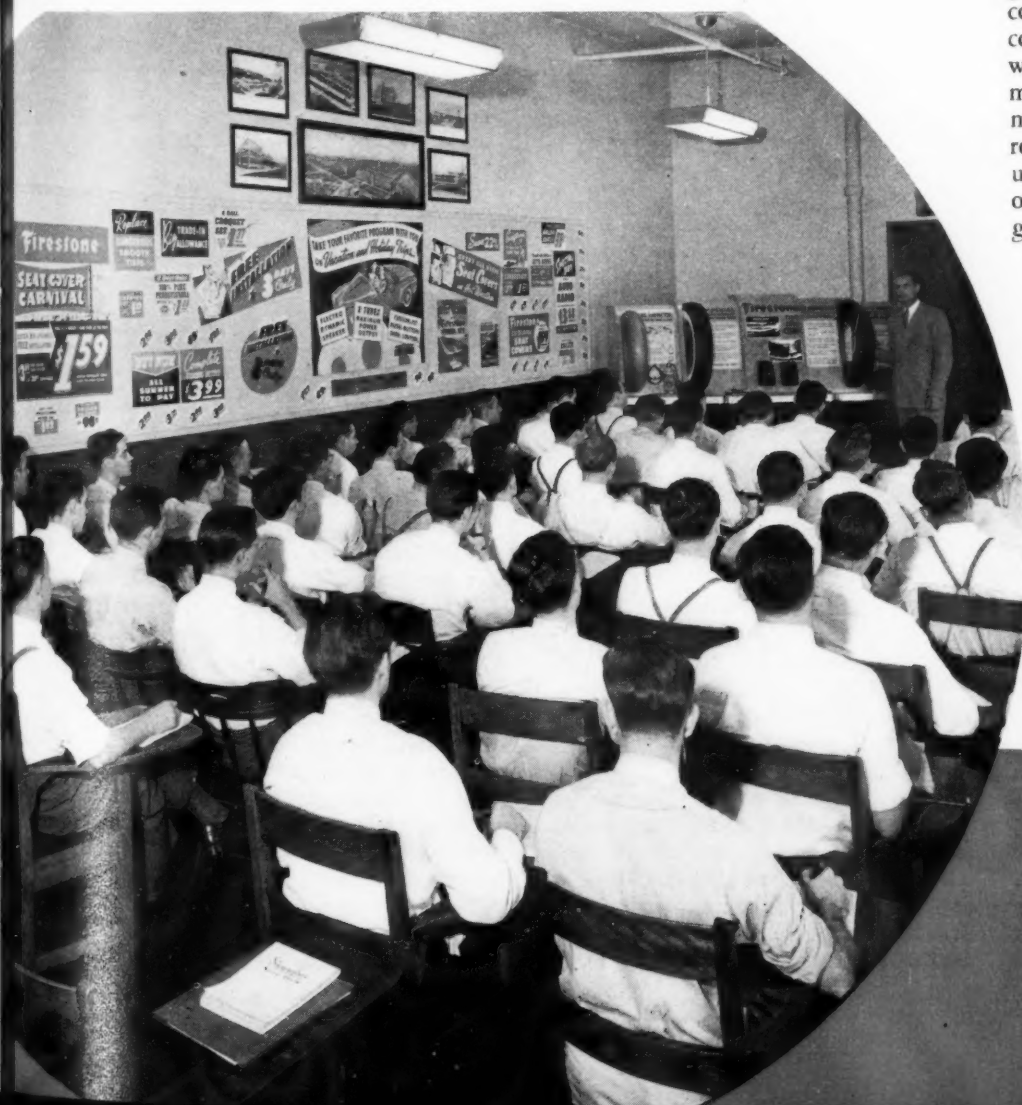
The requirements are always classified by zones, and incoming men are kept as near to their homes as possible.

Although college seniors who are about to graduate have always made up the bulk of each training group, in recent years the company has pulled a few candidates from two other sources. They've singled out for training a number of experienced Firestone men who are recent college graduates and who came into the company by some route other than the annual college class. These are men who show particular intelligence and initiative.

Likewise, they urge the retail stores to select recent college graduates who may later qualify for the college training course—these men are partially subsidized by the home office. About one-quarter of all the 1941 trainees are so-called "company men" of these two classifications.

In recruiting the college group (the group with which we are primarily concerned in this article), about 40 colleges and universities are covered, with minor changes in the list being made from year to year as experience may dictate. All of the preliminary recruiting is done by one man. There used to be several, but each felt he ought to come back every year with a goodly number of candidates, and there was therefore a tendency to be less critical in selection. Now the director of recruiting picks only the best available, and even these are cross-compared later when they are interviewed by the personnel director from the home office.

Recruiting begins in January for the class that will start training the following July.



As in the college halls they have recently left, the students in Firestone's Akron classroom listen to lectures, engage in discussion, keep notes, stand periodic written examinations which are carefully graded. But, not as in college, there are no "cinch courses" here; every step in the training procedure is an important step.



Through college authorities, announcement is made to eligible student groups, that a representative of Firestone will meet, on a certain date, all men who are interested in a position with the company, or who think they might be. These group meetings are carefully patterned.

There has perhaps never been a time when competition for capable college graduates is as intense as it is right now. Not only do other big companies like Firestone make a practice of scouting for talent in the schools and universities, but, at least for the moment, the Government is competing with business on two scores: They're recruiting men for military and other service, and, at least for men of certain qualifications—notably those with certain types of technical training—they're offering "beginning" salaries which are considerably higher than business has heretofore offered men lacking real grass-roots experience.

Such a situation poses a number of problems. For one thing, it is likely to give a youngster of college-senior age a somewhat inflated idea of his own importance. It *certainly* is going to make him choosy about the job he finally takes. And, because jobs are easier to get now, it may tend to make some of these young men believe that the ground-up type of training for a career in a specific field isn't so necessary as it once was.

### Portrait of an Opportunity

For all these reasons, that first approach is important. A careless presentation of the company and the opportunities it offers may cause the more worth-while applicants to lose interest. On the other hand, a good presentation attracts the better prospects and increases the probability of the applicant's acceptance. The average college senior is usually a pretty shrewd judge of what you have to offer.

J. R. Knisely, the Firestone recruiting manager (and, incidentally, an alumnus of Firestone's first college training class of 1924) therefore opens each session by saying something like this:

"Graduation from college is one of the most important crossroads in a man's life. You are naturally facing a very important decision: One which will affect a great many years of your life. . . .

"In selecting the company with which you plan to cast your lot, be sure that it has financial stability, quality products which can meet competition, and operating policies which are above reproach. You should be just as critical of the organization as its representatives are of you when



## Books for Salesmen and Sales and Advertising Executives

### Marketing

"*Functions of the Sales Executive.*" Published by Policyholders Service Bureau, Metropolitan Life Insurance Co.

"*Does Distribution Cost Too Much?*" Published by the Twentieth Century Fund. Price \$3.50.

"*Runzheimer Auto Allowance Guide.*" Published by Runzheimer & Co. Price \$6.

"*Scientific Price Management.*" by Allen W. Rucker. Published by The Eddy-Rucker-Nickels Co. Price \$5.

"*The Analysis and Control of Distribution Costs.*" by J. Brooks Heckert. Published by The Ronald Press Co. Price \$5.

"*Handbook on Business Talks and Meetings.*" Published by Dartnell Publications, Inc. Price \$3.75.

"*Business Reports.*" by A. G. Saunders and C. R. Anderson. Published by McGraw-Hill Book Co. Price \$2.

"*Introduction to Sales Management.*" by H. R. Tosdal. Published by McGraw-Hill Book Co. Price \$4.

"*Marketing.*" by Surface, Elder and Alderson. Published by Ginn & Co. Price \$4.

"*Marketing Policies.*" by Hugh E. Agnew and Dale Houghton. Published by McGraw-Hill Book Co. Price \$4.

"*Methods of Sales Promotion.*" by Kenneth S. Howard. Published by McGraw-Hill Book Co. Price \$2.25.

"*Efficient Management of the Sales Organization.*" by Deveneau, Lester, Tosdal, Chapman, Cowan. Published by the American Management Association. Price \$1.25.

"*Getting the Most Out of Salesmen.*" by J. C. Aspley. Published by Dartnell Publications, Inc. Price \$1.50.

"*Sales Administration Principles and Problems.*" by B. R. Canfield. Published by Prentice-Hall, Inc. Price \$5.

"*Fundamentals of Sales Management.*" by J. R. Doubman. Published by F. S. Crofts & Co. Price \$3.

"*Profitable Control of Salesmen's Activities.*" by W. M. Fox. Published by McGraw-Hill Book Co. Price \$2.50.

"*How to Run Better Sales Contests.*" by Zenn Kaufman. Published by Harper & Brothers. Price \$3.50.

"*Problems in Sales Management.*" by H. R. Tosdal. Published by McGraw-Hill Book Co. Price \$6.

### Salesmanship

"*1,000 Sales Points.*" by J. George Frederick. Published by Business Bourse. Price \$1.75.

"*Textbook of Salesmanship.*" by Frederic A. Russell and Frank H. Beach. Published by McGraw-Hill Book Co. Price \$3.50.

"*New Roads to Selling.*" by Harry Simmons. Published by Harper & Brothers. Price \$2.50.



they consider your application for employment. . . .

"Let me impress upon you that Firestone is not a place for the college man who hopes to step over night into a high powered executive job. There is a great deal of hard work connected with the rubber business. . . .

Then he talks about Firestone—about the founding of the company in 1900, the establishment of the first factory two years later, in an old foundry building equipped with a second-hand engine, a boiler and two rubber mills. About Firestone's development

of the first all-rubber non-skid tread—the first commercial demountable rim and the straight-side tire . . . about the subsequent developments which made Firestone a world-wide organization manufacturing not only tires but thousands of other products: Foamed latex, plastics, radio cabinets, steel rims, beverage barrels . . . and now, for defense, gas masks, seadrome lighting buoys, rubber track blocks and bogey wheels for army tanks, bullet sealing fuel tanks for airplanes, machine gun clips, barrage balloons, Bofors 40 mm. anti-aircraft gun mounts and mountains of other rearmament



Ewing Galloway

"*Secrets of Closing Sales*," by Charles B. Roth. Published by Prentice-Hall, Inc. Price \$2.50.

"*The Knack of Selling More*," by Burton Bigelow. Published by McGraw-Hill Book Co. Price \$4.

"*A Practical Course in Successful Selling*," by Harry Simmons. Published by Harper & Brothers. Price \$3.

"*How to Deliver a Sales Presentation*," by R. C. Borden. Published by Harper & Brothers. Price \$2.

"*How to Win a Sales Argument*," by Borden and Busse. Published by Harper & Brothers. Price \$1.

"*Salesmanship: Practices and Problems*," by B. R. Canfield. Published by McGraw-Hill Book Co. Price \$3.50.

"*Modern Salesmanship*," by J. G. Frederick. Published by Garden City Publishing Co. Price \$1.

"*Tested Selling Ideas*," by Larrabee and Marks. Published by McGraw-Hill Book Co. Price \$3.50.

"*Fundamentals of Selling*," by R. G. Walters. Published by South-Western Publishing Co. Price \$1.48.

"*Step Out and Sell*," by W. E. Holler. Published by Dartnell Publications, Inc. Price \$1.50.

"*What Makes People Buy*," by D. A. Laird. Published by McGraw-Hill Book Co. Price \$2.50.

## Advertising

"*Advertising Procedure*," by Otto Kleppner. Published by Prentice-Hall, Inc. Price \$5.

"*Direct Mail Advertising & Selling*," by Egner and Walter. Published by Harper & Brothers. Price \$3.

"*Tested Display Ideas*," compiled by the Editors of *Printers' Ink*. Published by McGraw-Hill Book Co. Price \$2.

"*Profitable Showmanship*," by Goode and Kaufman. Published by Prentice-Hall, Inc. Price \$2.75.

"*Check Lists of Advertising, Selling and Merchandising Essentials*," by Larrabee and Marks. Published by McGraw-Hill Book Co. Price \$3.50.

"*Successful Direct-Mail Methods*," by J. K. Crippen. Published by McGraw-Hill Book Co. Price \$3.50.

"*More Power to Advertising*," by J. R. Adams. Published by Harper & Brothers. Price \$2.50.

"*Problems in Advertising*," by N. H. Borden. Published by McGraw-Hill Book Co. Price \$5.

"*Introduction to Advertising*," by A. J. Brewster and H. H. Palmer. Published by McGraw-Hill Book Co. Price \$2.

"*Preface to Advertising*," by Mark O'Dea. Published by Whittlesey House. Price \$2.

"*Principles of Advertising*," by H. K. Nixon. Published by McGraw-Hill Book Co. Price \$4.

"*An Outline of Advertising*," by G. B. Hotchkiss. Published by The Macmillan Co. Price \$4.

"*Showmanship in Business*," by Goode and Kaufman. Published by Harper & Brothers. Price \$2.75.

"*Advertising for Immediate Sales*," by John Caples. Published by Harper & Brothers. Price \$3.

"*The Handbook of Advertising*," by Weiss, Kendall and Larrabee. Published by McGraw-Hill Book Co. Price \$5.

number of executives in the various departments who have reached their present jobs through promotion from the ranks of previous training classes.

Seniors who are definitely interested are asked to fill out application blanks. These are carefully studied. For those desiring sales work, preference is given to men who have had some selling experience: This one may have worked Summers in a service station . . . that one may have driven a bakery wagon . . . another may have made part or all of his college expenses by selling kitchen ware house-to-house. . . .

If a man is destined for a career in selling, Firestone believes, the urge-to-sell should come out fairly early in his life. Other things being equal, any man, therefore, who has demonstrated both a leaning in the direction of a selling career, and the ability to make good in some phase of sales work, no matter how rudimentary it may have been, is usually regarded as a Grade A prospect.

## Aptitude Test Also Winnow

Those who remain as the likeliest candidates after the first elimination are asked to take two tests.

One of these is a timed clerical test which is used as a measure of mental alertness and accuracy. It is made up of four types of questions: Those involving a knowledge of simple accounting, those involving a mathematical calculation, those involving a knowledge of credit, and those which are simply matters of all-around good judgment.

Typical questions:

The reduction in value of an asset owing to normal wear and tear is known as amortization. Right or wrong?

Dealer A has just learned that he receives a smaller discount than B, and phones about it. You should

- Deny that his discount is less.
- Ask him for proof.
- Refer him to your superior.
- Tell him you will give him the larger discount in the future.

There are 50 questions, and in the 20 minutes allowed, a man of average alertness should be able to answer 40 of them or more. This test is used as a guide to weed out prospects who appear to be slow mentally. It is also a measure of accuracy.

The second test is an aptitude test covering these factors: Aggressiveness, "people" interest, judgment, and initiative. On the 50 questions a suitable candidate should rate in the high 60's or better. Personnel officials of Firestone believe this test can and will be vastly improved, but until such a time as it is revised, enough value is being drawn out of its use to warrant its

materiel, as well as many products incidental to the business of defense.

"Here is a business that gets into your blood, exciting, dynamic, overflowing with opportunities for men of ability."

A chart of the Firestone sales organization is placed before the meeting. It shows the breakup of the marketing end of the business into three main departments: The "Manufacturers" sales department, which handles original equipment sales to other manufacturers; the Wholesale department, which is responsible for the sale of Firestone products through

thousands of dealers operating under the Firestone franchise; and the Retail sales department, which covers operation of the 640 company-owned retail auto supply and service stores.

The Firestone representative pictures the wide range of sales jobs which make up each operation . . . and graphically shows his audience where each part fits into the corporate whole.

He describes the training course in some detail, tells how continuous "progress reports" to management, on each individual trainee, overcome the possibility of losing one's identity in the crowd. He cites figures on the



continuance. This test, by the way, is given only to candidates for sales and credit jobs—not to those who seek accounting or technical jobs. The clerical test is given to everyone.

Within a few days after the applicants have taken their tests, they are interviewed by the nearest Firestone district manager. Thus to charge the district executives with a definite responsibility in connection with the selection of new man power, is to give them a personal interest in the newcomers and head off any complaints which might otherwise arise concerning the personality or qualifications of men who might later be assigned to their division.

Now the formal application, the test papers, the district manager's report, school record and comment from professors go to the home office: A dossier on each candidate. (Remember, these men have not as yet received definite offers of jobs.)

Two steps yet remain: Examination of the applications, tests and reports by Akron headquarters, and a final interview by F. W. Stavely, personnel director, who now has the opportunity to "cross compare" batches of candidates one with another. The best one school may have to offer may be far below the standards of the candidates another school produces. Thus Firestone avoids the hazards of taking the best from any given source when that "best" isn't really good enough to meet the company's exacting requirements.

### Qualifications Ever More Rigid

After the final interviews, selections are made and letters making definite offers are sent out immediately. Every effort is made to place the various interviews as close together as possible. Because there is usually some spirited competition for good men, not all who receive offers accept. Therefore there are always more offers made than there are places to be filled. The rate of acceptance may run anywhere from 60 to 80%.

"The trend, especially since 1939, has been in the direction of making qualification more and more rigid," Mr. Firestone tells SALES MANAGEMENT. "Early in the history of the system, we went through the stage where we hired 'friends, and friends of friends, and football captains, and campus leaders,' without too much regard for their specific qualification for Firestone work. Now we're much more specific in our appraisal. We've found that we mustn't let sheer personality dazzle us into overlooking the facts on the application blank.

"Our records on turnover from pre-

vious years have forced us to adopt another rule: Never to hire a man whose father's business might later attract him. It's true that this eliminates some high grade candidates. Here's a young man, let us say, whose father is in the wholesale parts business. The boy has worked for his father during vacations—knows a good bit about automotive merchandise. Theoretically he would make a highly desirable trainee. But what happens? We invest our money in giving the young man a thorough and systematic training . . . his father gets older, can no longer be so active . . . and off goes our man (who may be a junior executive by now), to take over the family business."

The college men begin to draw a salary the moment they report for training. The beginning salary varies with business conditions, and, to some extent, with competition. This year's group started at \$125 a month—a few holding master's degrees started at \$150.

So much for the hiring procedure.

### Telling, Showing, Doing

Training for the new men takes about a year ("company men," only seven months). It is broken, roughly, into three phases:

1. Men are assigned to Firestone retail stores for four months. They cover every department; they work on the gas island, change tires, grease cars, service batteries, sell auto supplies, work with the budget manager and office and credit managers, and observe the work of commercial and tractor tire salesmen.

Here the training routine follows a simple formula:

- a. Tell him how.
- b. Show him how.
- c. Have him do it.
- d. Follow him up for improvement.

2. Men are called into Akron for one month. Here they attend lectures by factory executives, make a detailed study of manufacturing procedures, engage in classroom discussion, handle typical "problems."

A series of talking slide films is used in conjunction with the above to train students in the fundamentals of selling every Firestone product and in giving further instruction in the successful operation of the retail stores.

There are examinations, too. And each man is required to keep a notebook, which is graded periodically.

3. Men go back to the field for six weeks in the district offices. Here they are routed from one department to another: Stock and shipping, order department, billing department, credits and adjustments, retail store centralized accounting procedure.

Then there's another written examination. No slipshod assumption that the students are absorbing and understanding as they go. They have to prove it. The district office manager reports regularly on the progress of his tyros.

Now come 13 weeks of working in the field with seasoned salesmen. During this period the student travels with the wholesale men, assimilating the procedure for selling and serving the Firestone dealer.

Then he does a stint with a retail store commercial salesman, and a farm tire salesman. Finally, he works in a company-owned store in the capacity of assistant service manager, handling service sales to the many individual car-owner customers.

During the last three months of his training year, the new man is given a definite selling assignment in a company store. This gives the student an opportunity to test his training. His sales accomplishments are carefully followed, and the conclusions reached form a basis for determining his first assignment after he has completed his year of training.

One of the most interesting phases of the Firestone plan is the care with which the company watches the development of the men it takes on . . . watches to see that each man is getting the right type of supervision—the kind of management that will help him overcome his weak points . . . watches for special aptitudes which might suggest the higher-up job or jobs for which he might be especially well-fitted.

For the use of management, a "Personnel Folder" is kept on every man. It contains the man's original application blank, grades on his tests, records on his store experience, records on his district experience, and records on other jobs as he advances. It shows, too, his dollar sales volume, by months, during the time he was training in a retail store . . . a similar record for subsequent sales assignments. And it notes, by dates, comments and criticisms from the man's manager.

### 6-Month "Progress" Reports

Every six months a special report on each man is made up for management. This shows name, department, class (training year), what that man is now doing, progress he is making, and so on. Thus can men be "tapped" for bigger jobs as fast as they're ready to handle them. And thus does management observe the degree of success with which its post-college-training plan is filling its managerial jobs.

Let's see what one of these personnel records looks like.

Here's one for a man we'll call Jimmy Brown. His application blank shows that he came in with the college class of 1938, from Northeastern University. He was a man of Grade B scholastic standing, with majors in business and sales management. A member of the Northeastern faculty said of him, "He is regarded highly—has leadership and maturity qualities—best bet for selling."



**"Take a bolt of lightning  
to all offices, Miss Smith"**



**S**treaking across the miles with lightning speed, a teletyped message appears *in typewritten form* in one or many connected offices or plants almost instantaneously.

Today, it may be a message locating or routing vital Defense materials . . . expediting the production of Army or Navy supplies or equipment . . . helping chart the weather for military or commercial air fleets.

For the teletype and telephone are on the job for Uncle Sam. America's communications are ready for the Big Job.



**BELL SYSTEM TELETYPEWRITER SERVICE**

He was class president in his sophomore year, for two years a member of the student council. He played varsity football. Besides, he earned 100% of his own college expenses.

There are his grades on his tests . . . a record of his store and district experience . . . figures on his monthly store sales. (\$387 during April, his first month, increasing steadily to \$2,073 in February of the following year, a slight relapse to \$1,635 in March . . . etc.)

Here are the running comments of the men under whom Jimmy worked:

8-21-38: "This man is doing a good job and is getting along very well with his training program."

9-11-38: "Brown is a very likeable fellow. He should make a good salesman. He understands service work and service selling. He knows cars. His only weakness is that he is a little slow in his actions."

11-15-38: "The subject . . . has, I believe . . . fine possibilities for development along sales lines."

12-4-38: "Good personality. Sales type. Eager to sell. Likes commercial sales. Has confidence and capacity. Needs to develop poise. Will probably come with experience."

3-11-39: "Making good progress. Is sincerely interested in his work and appears to be thinking about it. Does not express himself as clearly as he should; however, I will work with him on this as when he can get over more clearly what he knows and wants to express, he will be successful as a salesman. Believe he will be a good commercial man."

8-18-39: "(He is now a commercial salesman.) Is developing. Average to good progress and performance. Likeable personality. Enthusiastic. Gets ready hearing. Needs to use a little more drive. Promotion possibilities: Not now. Not yet into his own on his present post. Continue to develop on present work."

### Proof That It Pays

Occasionally, it is true, the company makes an error of judgment and finds that a man is miscast in his job. When this happens, every effort is made to transplant him into a different, and more suitable environment. There's no impulsive firing.

A single example: A man born and educated in the North was assigned to a retail store job in Roanoke, Va. He was just "to much Yankee" to get along in that territory, so he was brought into Akron and put to work temporarily until he could find a new berth. Shortly thereafter, it happened, a man from another department was drafted, and the ex-Roanoke misfit was successfully assigned to that job.

Now what does all this add up to? Does it pay?

There can be only one answer to this question: It does. Otherwise the company would not continue to engage in such a program. The top executives believe in it intensely.



## Editor's Note

To readers of long standing, this October 10 issue of SALES MANAGEMENT will need no introduction. To new subscribers, perhaps a word of explanation is in order.

Because the single problem which most persistently worries the company president or general manager, or chief sales executive, is that of finding and building efficient man power, the editors of SALES MANAGEMENT some years ago decided to devote one entire issue to this subject: An issue which embodies an exceptionally meaty menu of adaptable ideas on hiring and training men, paying, stimulating, equipping and controlling men in the field.

In addition to this complete issue on management of the sales force, SM attempts to schedule for every regular issue at least one feature article on some phase of man power problems.

In lieu of our inability to thank personally all of the hundreds of sales executives who cooperated in the preparation of this issue, here, via the printed word, we express gratitude and appreciation.

A. R. HAHN,

Managing Editor.



Except to cite the numbers of present-day executives who are graduates of the Firestone school, it's hard to express results in anything but opinion from the executives at the top.

Among the retail stores, there are now 67 store managers, 25 commercial sales managers, 28 budget sales managers, 27 office and credit sales managers, and seven service managers, who went through the Firestone training school. On the district staff there are five district managers, four assistant district managers, 51 territory salesmen (these men are more retail counsellors than straight salesmen), three tractor and truck representatives, four credit men, and four special sales representatives, who learned their Firestone from the ground up.

Some men have found their niches in the Firestone advertising department. (Even though it has an agency which places its business, the company does all its own creative advertising work.) The head of the retail advertising department is a Northwestern man, class of 1928. Seven other members of the advertising division came up through the sales organization.

Out of all the 1,500 men that have been trained since 1924, approximately half are still with the company. Of the first class, that which came in 17 years ago, about one-third are still drawing pay checks from the company.

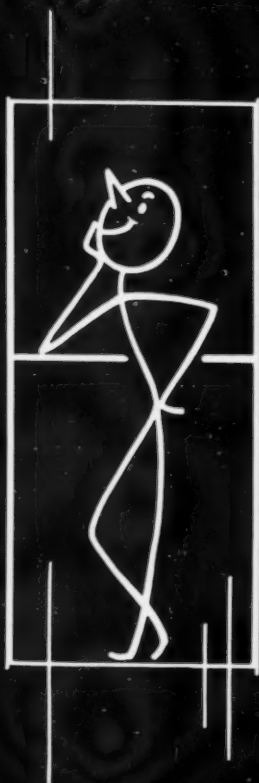
### More Than "Hiring Salesmen"

With the tighter restrictions which have been in effect since 1939, the personnel department of Firestone is watching with deep interest the trend of the figures on turnover on the classes that have gone through since that date. Actually, it's still too early for any trend to be discernible—it probably won't be established for several years. The records on 1939 and 1940 are good, and detailed calculations will be made later for comparative purposes without counting men lost in the draft as "normal" turnover.

Meanwhile Firestone is not just "hiring salesmen," but is helping young men to make salesmanship the cornerstone of a career in which there is always a bigger job waiting. The company is giving these men a broad vision of their jobs. Harvey S. Firestone set the keynote for the man power program when he said, "Every useful occupation gives ample opportunity for service. The happiest men in the world are those who are making their jobs mean more than an endless routine of work and wages. The whole structure of business is based upon making things useful for others—this is success."



# Why walk up when you can take the elevator?



**Why take the hard way to more sales and bigger profits in New York . . . when there's an easy short cut?**

New York City's average family spends \$189 a year at the neighborhood grocery store.

But some families spend as much as \$600 a year.

And others spend only about \$125 a year.

If your advertising could pick out the families that spend the most and concentrate its impetus on them . . . don't you see what a more effective, more profitable job it would be doing for you?

That's the short cut to profits we're talking about . . . and it's the short cut advertising takes when you put it in The New York Times.

For instance: 15% of all New York City families live in twenty of the 116 neighborhood markets that together make up this biggest and busiest market in the world . . . twenty neighborhoods of above-average-income families.

The typical family in these neighborhoods spends \$260 a year at the grocery store . . . 38% more than the \$189 spent by the average New York City family.

Combined, these 305,000 families spend \$79,000,000 a year at grocery stores . . . buy 21% of all the grocery products sold in the city . . . 29% of all the chain stores sell.

Good customers, aren't they? And The New York Times gives you a short cut into their homes. The Times concentrates 29% of its weekday circulation, 31% of its Sunday circulation among these families . . . reaches the housewives in them, sells the whole family.

All over the city that pattern holds: where sales are brisk and business is better, there The New York Times provides concentrated-for-profit circulation. That's why The Times publishes the biggest volume of advertising in New York, and has for twenty-two consecutive years. That's why we think you'll want to call us . . . soon?

## The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"





# Man Power Problems Under Defense

## Companies Contributing to This Round Table

American Mutual Liability  
Insurance Co.

American Sales Book Co., Inc.

Connecticut Mutual Life  
Insurance Co.

Dictaphone Corp.

Ferguson-Sherman Mfg. Corp.

General Electric Co., Appliance &  
Merchandise Dept.

General Electric Co.

General Foods Sales Co., Inc.

General Motors Overseas  
Operations

(Continued on facing page)

**M**ANUFACTURERS are bending every effort to keep their sales organizations intact, regardless of the dislocations being caused by the defense program. Hiring and training are going on, with some adjustments in procedure to adapt policies to current conditions. Management is generally looking forward to reinstating men drafted from sales forces, and is making some effort to keep in touch with men during the time they are in the service.

Such are the trends indicated in reports from 21 representative American corporations, over half of which are now in a sellers' market. These companies all hold memberships in the National Society of Sales Training Executives—an organization made up of men in charge of sales training and sales personnel in companies selling products or services nationally or semi-nationally. It is with the cooperation of this group that this "round table" is presented here.

Summaries to 12 questions on various phases of policy now being followed with respect to sales man-power by the companies listed on the facing page, appear below:

1. Is your company continuing to hire and train young men of draft age, in the hope of getting them back after they have completed their term of service?

Fourteen companies out of the group reporting (10 of which are in a seller's market) are continuing to hire and train men of draft age—definite evidence that man-power programs are still being conducted on a long-range, rather than a short-range basis.

2. Are you expecting to maintain your sales force at the same numerical level as usual for at least the immediate future?

Nine companies will maintain their usual numbers in the field. Nine com-

panies (four of which are in a buyers' market, five in a sellers' market) will add men. Only one company among those reporting indicated that it will release men in the immediate future. Four are hiring more men than they would normally, because they expect to lose a more-than-average number within the next year. Nine are replacing all draftees immediately.

3. If you are currently hiring new men to expand the sales force, or hiring to replace draftees, what is the age bracket in which most of these men fall?

Hiring is going on among men between the ages of 25 to 45, with a slight edge of favor shown to those between 30 and 35. Almost as many indicated they were hiring in the 40-45 bracket as in the 35-40 bracket, and there were only very small percentage differences between the groups 20-25, 25-30, 30-35, and 35-40. One company is hiring men up to the age of 50.

4. Have you made any changes in the frequency of territory coverage by your salesmen?

The majority report no change. Four companies are making more frequent coverage, one, less frequent.

5. Have you made any changes in size of territories?

The majority report no change. Three have adopted smaller territories, one has enlarged territories.

6. Are your men being routed to sell more selectively—in other words, are you eliminating calls on unprofitable or marginal accounts?

Eleven companies answered "yes" to this question—a policy trend predicted some months ago by the editors of SALES MANAGEMENT. Where goods have to be rationed, it is only reasonable that key dealers and preferred accounts should be given priority over "chicken feed" accounts.

SALES MANAGEMENT

7. Are you changing the function of your sales force in any way, owing to present conditions?

About half of the total number of companies reporting have not changed the function of their sales forces (especially those operating in a buyers' market), but among the firms now in a sellers' market there are a number of interesting examples of a shift in policy.

One company reports "More emphasis on sales engineering in the field." Another tells of tightened supervision: Where the firm used to have one sales supervisor to 25 or 30 men, they now have one supervisor to 15 men. A mid-west manufacturer whose goods clear through retail channels says, "We are making our men do educational and sales promotion work with our outlets, so as to help these outlets do more business on items not affected by priorities. In some cases men are requested to do actual sales work for these outlets so as to show, by example, to retail sales forces, how to improve their technique."

A specialty appliance company, heavily oversold, is asking salesmen to do more survey work and make market coverage studies, and to put in more intensive training work on their more important accounts.

Still another company has quit soliciting new accounts for products which are high up among defense needs and hence subject to rationing under government control.

Intensification of dealer development work is the rule now in still another case, with the company encouraging dealers to change their emphasis from unit volume to larger units and more profit per unit.

8. Are you changing your basic method of compensation in any way?

Not as much activity in this connection as might have been expected. Several companies are "discussing" possible changes, including one that may put new salesmen on a drawing account-commission basis, something the company has never done before.

9. Are your men charged with any "extra-curricular" activities, such as scouting for factory manpower, or raw materials?

One company has asked division and district sales managers to act as scouts both in colleges and other types of businesses, for suitable manpower. In another case some of the key men are being used as scouts in getting in touch with raw material sources.

10. Is the character of your sales training work changing because of present conditions?

The responses to this question were especially interesting. To quote some of them:

(From an insurance company): "We are placing less emphasis on selling a *policy*, and more emphasis on selling insurance according to a plan based upon the prospect's personal and family situation."

(Firm making high-priced specialty): "We are placing less emphasis on unit volume, and more on unit *profit*. More emphasis on research and a reappraisal of methods and plans. More emphasis on salesman's attitude towards planning for the future."

"We are placing less emphasis on products for larger industrial accounts, and more stress on intensive training of men handling retail lines. Expert demonstrations and knowledge of line being stressed."

"Less emphasis on price merchandise, more on pushing of de luxe models."

"We have shortened our period of office training from four to three weeks, and are emphasizing road work in our training program because of the shortage occasioned by the draft."

"We are placing less emphasis on selling technique, and more on engineering the product for the job. Also emphasizing business management of dealers."

"We have resumed the holding of sales schools for new men."

"Less emphasis on price, more on features of the product, advertising, etc."

"We are spreading our training activity by getting more distributors' salesmen to do training."

"Less emphasis on price, more emphasis on quality."

11. Are you planning any special program for re-induction of men after they have completed military service?

Three companies are definitely planning on re-training for these men, either through the standard course for new men, or through an advanced training course which is part of the company's routine training operation.

12. Are you doing anything to keep in touch with sales employees while they are in the service?

The majority of those reporting are maintaining contacts with men in the service. Five companies put these people on the list to receive the company house organ; ten write personal letters from the home office; one sends occasional gifts of company products (foods) which the men can use; still another sends routine sales promotion materials. One firm urges men in the service to visit branch offices when such offices are within reach.



Hamilton Depositors Corp.

Hamilton Manufacturing Co.

Jewel Tea Co., Inc.

Prudential Insurance Co.

Ralston Purina Co.

Remington Rand, Inc., Typewriter Division

Studebaker Corp.

Texas Co.

Todd Co.

Vick Chemical Co.

Westinghouse Electric & Mfg. Co.,  
Merchandising Division  
(Mansfield)

Westinghouse Electric & Mfg. Co.  
(Springfield, Mass.)

Photographs from  
Ewing Galloway



At this typical weekly meeting of Studebaker retail salesmen the leader may start the discussion, but the men most certainly will carry it on.

## Studebaker Ladder Club Feeds Men One "Hay-Maker" Idea Each Week

Many a sales training plan falls short because it seeks to do too many things at one time. Studebaker's plan for step-by-step application of tested sales plans draws most of its power from its utter simplicity.

David R. Osborne's interest in the training of salesmen was the outgrowth of his earlier experience in writing and selling advertising. Impressed by the waste, affecting both salesmen and employers, that results when potential buyers make inquiries as a result of advertising, but fail to buy, he has given more and more attention to the personal relations between salesmen and prospects. He is the author of "Self-Management in Selling" and "Salesmanship for Today for Sales Managers of Tomorrow," both published by Harper & Brothers. He is a charter member of the National Society of Sales Training Executives.

**S**TUDEBAKER'S "Ladder Club" has for its motto "One rung a week for Studebaker salesmen who want to climb." The thought behind it is to get across to each of the 8,000 or more salesmen one good sales idea each week. They must be simple, straightforward ideas that have clicked in practice. Most of them come direct from salesmen themselves.

"Not two ideas, just one," says David R. Osborne, sales training director for the Studebaker Corp. "Two things at a time are confusing. Then, because we get them from men in the field nobody can remark, 'Oh, yes,

that's just another thing thought up by some wise *factory guy* to push on to us.'

"Factories and sales organizations which operate large staffs of salesmen under direct control, and I'm thinking of vacuum cleaner and hosiery salesmen, business machine salesmen and all such, can drill their men as to what to say, how to say it, and control their actions closely. We can't. Every Studebaker dealer is an independent business man.

"The only way we can expect automobile salesmen to be interested in what we're trying to do is to convince them that if they are, they'll *make more money for themselves*. We don't try to wet nurse them—and they don't want to be wet nursed.

Mr. Osborne explains that reaching the salesman through the Ladder Club is in reality a three-step job. It works like this:

1. "Inside Stuff," a message mailed regularly to regional managers and district managers. These are Studebaker field representatives. They visit the dealers. The company calls them *managers* because it places upon them the responsibilities of *executives*. Ob-

ject of "Inside Stuff" is to coach them, serve them as an idea exchange, and instill fire into them. Each manager is expected, first, to be alert to exercise his own initiative and resourcefulness in developing his territory; and, second, to carry the company's policies, plans and messages to the field and clarify them to a point where dealers are in a position to judge them on their merits.

2. "Leadership," a folder, usually four pages, issued to dealers and their sales managers. Each copy puts stress on carefully selected points aimed to aid in the problems of sales management and the handling of men.

3. "The Ladder Club," for the salesman himself, gets right down to brass tacks. When the job of telling is done it says, "Do this—this week."

A recent copy is headed:

**MAKE YOURSELF A  
TIME-TABLE**

(Then Keep on Schedule)

It continues:

"Sol J. V. Godman was named for the well-known sun—'Old Sol.' 'And he's got at least one bright idea to justify the name,' said one of his fellow Studebaker salesmen in the Los Angeles area.

"All of us know that the managers of such great sales organizations as National Cash Register, International Business Machines, Remington Rand, etc., have found out that salesmen who set a definite weekly or monthly quota

SALES MANAGEMENT



# The case of the vanishing



# CROW'S FEET!

**SOFT=LITE** is a modern scientific lens for eyeglasses which is rapidly helping to remove "crow's feet" wrinkles from the faces of millions of Americans.

This unusual lens is absorptive—is prescribed to provide protection needed against glare and over-brightness. Sales were largest in Soft-Lite history last year, are going still higher in 1941.

Back of this success lies an educational campaign in magazines. And during 1940 and 1941, more Soft-Lite dollars have been invested in *The Saturday Evening Post* than anywhere else.

Post power is making itself clearly felt among Soft-Lite licensees. One says: "I find patients asking about *Soft-Lite* lenses and I know it is the result of national advertising of these lenses within the past few months." Another: "We have had patients refer to ads many times." From coast to coast it's the same story.

It's a story coming every year from point of sale—for product after product with every conceivable selling problem: *The Post gets results, and gets them in a hurry.*

Which isn't surprising when you consider two well-established facts: That (1) people *like* to read advertising in the *Post* more than anywhere else; (2) people act on *Post* advertising more *confidently*.

People pay attention when you put it in the

# POST



OCTOBER 10, 1941

[ 21 ]

Orlando, Fla.

—●—  
Our Newspapers  
Have Doubled Their  
Circulation In  
Eight Years

—●—  
The Sentinel-Star  
THEIS & SIMPSON  
369 Lexington Ave., N. Y.

## help IN SELECTING YOUR NEW ADVERTISING AGENCY

To select the right agency for the unusual times ahead, you must interview a group of those most likely able to serve you. Here are 6 reasons why we belong in that group:

1. We offer the advantages of a small agency with a large-agency-trained staff.
2. Our principals have directed their own commercial businesses.
3. We spend more time in the field than most agencies.
4. Testing is a fundamental with us—for greater advertising results.
5. We know how to use advertising to do many jobs (other than move merchandise).
6. We serve a diversified group of national accounts—from class to industrial, from package goods to service.

Further facts in our new 5-minute folder, "Business Men Handle My Advertising." Write for your copy.

**J. M. HICKERSON Inc.**

Advertising Agency Service

110 East 42nd St., N. Y. • MUrray Hill 3-7426

**The MORGAN ADVERTISING CO.**  
A service agency comprising research, advisory, creative, and production departments, serving advertisers of high standing.  
*Ad corner*  
MANSFIELD, OHIO

for their sales have by far the best chance to succeed.

"We also know that, among military men, it is taken as a matter of course that plans must be laid for reaching the definite objectives that are set for each day or even each hour—of a battle or campaign.

"Every marksman knows that, to become a sharpshooter, he must have a target at which to aim—and to practice on. He knows that firing at random gets only random results. . . .

"And Sol Godman has demonstrated that it's just as true that the automobile salesman who sets up a minimum sales quota for himself has a far better control over his earnings than does the salesman who has no definite objective."

It goes on from there to say that Mr. Godman used to be in business for himself and at that time devised a simple little chart which showed two important things at a glance:

1. The amount of business he had to do each month to stay in the black.
2. Whether or not he was keeping on schedule as the month progressed.

The same general chart, worked over for a salesman who has set his minimum at \$300 a month, was used to illustrate the Ladder Club bulletin of the week. It shows his earnings in commissions, sale by sale, during the month and so illustrates how he "beat par."

The bulletin ends with:

"Assignment—Set yourself a quota for each month—for now on. Make a chart like Sol Godman's. Then see how much of the chart you can keep above the diagonal line. If the sales dip below the diagonal—it's a warning to put on extra steam."

### Dynamite Slow-Moving Stock

Another bulletin deals with a sales game called "Marrying off the Old Maid." Thought up by a dealer who had too many "stickers" on his used car lot it works like this:

An old machine that has been hanging around too long with no taker is given a girl's name. It may be Fanny Dodge, Susie Chevrolet, Beulah Buick or Patty Pontiac, for example. Each salesman puts 50 cents in a kitty and the company matches the pot to double the interest. After that every day that Fanny or Susie or Beulah remains on the floor the pot is sweetened.

The more the pot grows the more each man will try to win it. When it's finally sold "the old maid is married off." It is suggested that variations of this game may be invented to fit specific occasions. One dealer, for example, keeps a five-dollar bill hung

up all the time for the salesman who sells the oldest car on the lot. As, of course, there's always one oldest car, so there's always \$5 ready for a salesman to take down as a bonus.

The assignment, after that story was told, was to get some such game started "on the lot where *you* work." Each of these weekly bulletins is written in the simplest and plainest language. No "fine writing" is apparent. Some tested sales idea, the simpler the better, is passed on with the suggestion that it be tried out.

"Leadership," the monthly bulletin that goes out to Studebaker dealers and their sales managers, may carry several ideas. Analysis of a recent number reveals a variety of ideas under as many headings as:

"Don't Let 'Em Push You Around!"

This tells how a salesman, after years of selling Studebaker, went to a competitor. He immediately flooded his old customers with letters praising his new car and knocking Studebaker. The bulletin reminds him limb from limb, though gently, by proving his statements false, item by item and showing him up as a heel. It also tells how to knock such a heel back on his heels.

### Get Wives With You

"Meet the Little Woman" is the heading of another short chapter. In selecting a salesman, it advises, call at his home and get acquainted with his wife. Be sure that she's sold on the job. You can find out a lot about a man in a short time by getting inside his home and seeing how things stack up there. Note if he and his are seeking self-improvement. Does he own his furniture?

Studebaker dislikes fast turnover in salesmen. It wants steady, consistent, persistent men. Mr. Osborne illustrates the point by this incident:

"The day before Knute Rockne was killed in an accident—he was with the Studebaker sales force then, you know—he walked into my office and said, 'I think we'd better get the cross-country coach at Notre Dame to talk to our men.'

"I asked him why the cross-country coach. He explained, 'When the football coach finds his team in a bad spot he can pull out men and send better men in. The cross-country coach can't do that. He has to select his men with care, train them for condition and stamina, sell them on the fundamental reasons for acquiring good form, see that they're in shape to go the distance—and send them out on their own. I think getting the most out of a sales staff is a good deal like that: Once a salesman is out on the street he's his own coach and his own

SALES MANAGEMENT



*NOW!..in only ONE whiskey...*

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You Get the BEST  
From FOUR Great  
Whiskey States\*



The BEST from  
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gives it RICHNESS



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\*Blended with Specially Distilled Neutral Grain Spirits  
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For further facts, call I. A. Klein, 50 E. 42nd Street, New York, or John E. Lutz, 435 N. Michigan Avenue, Chicago.

## MONEY IS UP IN KALAMAZOO

Kalamazoo savings deposits are larger than ever before, reflecting record-breaking employment and payroll increases.

Annual per capita retail expenditures of \$665 . . . already almost double the national average . . . are showing a further substantial increase this year.

Alert advertisers are supporting their dealers in this active, prosperous market, with adequate newspaper schedules in the Kalamazoo Gazette.

**BOOTH Michigan Newspapers**  
Grand Rapids Press • Flint Journal  
Kalamazoo Gazette • Saginaw News  
Jackson Citizen Patriot  
Muskegon Chronicle  
Bay City Times • Ann Arbor News

### KALAMAZOO GAZETTE

## SAN DIEGO WHITEST WHITE SPOT in the United States

Put this fastest moving large city on your schedule now. Get more for your money in sales and in low advertising rates, too!

The best and most economical way to sell San Diego is with one newspaper buy—**The San Diego Union and Tribune-Sun.**

Call our representatives today for latest market data.



Represented nationally by **WEST-HOLLIDAY CO., Inc.**  
New York • Chicago • Detroit • Cleveland • St. Louis • Seattle • Portland • San Francisco • Los Angeles

manager.

"The next day Rockne was gone, but I've always remembered what he said."

In training a staff of salesmen, in conditioning them to succeed, Studebaker believes that the most important task is to *sell them a state of mind*. From then on they're looking for new and better methods instead of looking for a chance to shout "Theory!" The Ladder Club idea is to pick one idea that has been proved, fresh out of practical field work, and get it into practice. It must be done to a considerable degree through the dealers. It isn't easy. Two things are important:

(a) Patience, infinite patience.

(b) Follow through.

Just cook up something and push it at them and you'll likely get this reaction if you tell them that it's good:

"Who says so?"

"The factory says so," you reply.

"No," remarks Mr. Osborne, "That isn't selling the state of mind you want. Go to the men for ideas. In passing an idea along tell them who has tried it out; tell them the results it got. Then you're getting somewhere. You're simply making them believe in the things they themselves have invented."

### Ideas from Below Not Above

Good sales ideas just don't drop out of the air, he comments. Some device must be invented to get them. Studebaker asks its dealers to hold experience meetings at which the salesmen are asked, individually, to speak up telling about incidents in their daily work that actually achieved results. Cash prizes or other recognition may be offered for the best incident related at the meeting. The men themselves may be asked to vote to decide who wins.

At field sales clinics conducted by district sales managers, every salesman is warned in advance that he will be called on and will be expected to talk for two minutes. Unless that's done some will always remain silent, tongue-tied. Because each man knows that he must relate some experience he thinks. Thinking causes him to analyze his own technique. He begins to wonder if he has been doing the best job possible.

"When you get the salesman to become a part of the meeting—that's when we get real, worth-while facts to work on. And because they come right from the men, and the men know it, they have faith that what we offer them is practical and will work. This plan makes a *good meeting* as well as giving us good ideas to pass on."

Regional and district managers, who direct Studebaker representatives in the field, are constantly holding meetings with small groups as they cover their districts. Sometimes they carry recordings of scripts. Sometimes slide films. They use these mostly to start the discussions. Whether the managers talk on some local situation or whether they offer the prepared scripts, they stick very closely to *what salesmen are doing*. The management is insistent that the groups be kept small and that everything is maintained on a person-to-person basis.

Studebaker's theory is that if it can do one thing at a time to improve the sales attack of each of its some 3,000 dealers and their more than 8,000 new and used car salesmen—and make that one thing stick—it has accomplished something very real.

Currently a new plan is in the works. It's what the company's sales training executives call "keeping from living off the fat."

### Fat Today, Lean Tomorrow

It is admitted that the bulk of sales of any motor manufacturer come from re-sales to satisfied users. But users die, or go broke, or cease to be car owners for one reason or another. That means vanishing "fat". Studebaker salesmen are told:

"Now's the time to plow new fields. Advise Studebaker owners of recent models to hang onto their present cars another year or two. Drive to make a larger proportion of your sales to those who now own other cars. You have an extra good chance to do it now because deliveries are slow and cars hard to get. But when peace returns, tougher days are sure to come.

"You'll want more satisfied Studebaker owners then to make sales to. That will make things easier for you in the darker days ahead. Make more and more Studebaker owners now, while the opportunity is here, and when the pinch comes you'll be better set to carry through. Meantime, you'll build up a larger number of customers for your service department.

They've built up a script for their own sales "clinics" around that. It has been put on a recording of a conversation between a young Studebaker salesman and an old farmer uncle. There's a story in it about what happened to a prize hog that tried "living off the fat." They call it "Security for the Future."

It ends with Harry, the salesman, pledging himself to go out and make new Studebaker owners so that he won't have to "live off his fat." The fat, of course, is soft re-sales to present owners.



The  
**"FOUNDER'S  
 WAY"**  
 is out today  
 in selling  
 Latin America!

FOR MEN, FOR MAIL, FOR MERCHANDISE—THE FASTEST WAY,  
 THE ECONOMICAL WAY, IS THE  
 FLYING CLIPPER WAY!



Business men in Latin America are even more air-minded than we are. Distances are so vast, ordinary transportation so limited that the only fast, dependable connections are by Clipper. No wonder that in selling this market you must serve it with modern air speed.

The record shows more and more companies speeding men, mail, materials by Clipper. Arrivals in days instead of weeks are opening markets once out of range.

Pan American saves time in other ways. It offers the *direct* service to *all* major Latin American cities. Its frequent daily and weekly flights make possible prompt, convenient connections.

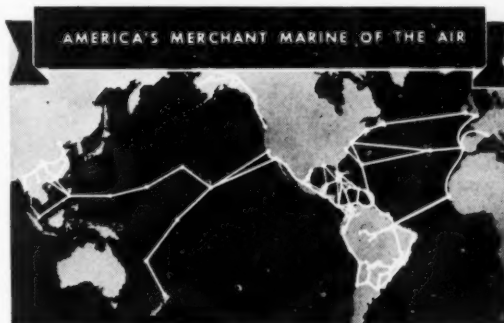
The many days it saves—even on short trips—makes Clipper travel actually cost less. Because every day saved in traveling saves a day's salary chargeable to the trip. Ask for further information from your Travel Agent, any airline ticket office or—if neither available—write Pan American Airways, New York City.

### It's Quicker by Clipper—More Convenient, Too!

A few examples of fast, frequent air service to 177 Latin American cities and other world markets

|                              | Time in Transit | Air Mileage | Flights per Week |
|------------------------------|-----------------|-------------|------------------|
| Chicago to Rio               | 3 days          | 5,703       | 6                |
| Houston to San Jose          | 1½ days         | 2,057       | 7                |
| New York to Havana           | 1 day           | 1,452       | 17               |
| San Francisco to New Zealand | 4½ days         | 8,027       | bi-weekly        |

Transit times and air mileages include connecting flight by domestic airline to Pan American gateway city.



**PAN AMERICAN** AIRWAYS SYSTEM



# Spotting a Salesman's Weak Points— and Helping Him to Correct Them

How can we tackle the problem of uneven performance on the part of salesmen? How can we get them to do a consistently well-rounded sales job? Here's a practical answer—a simple plan that improves both the efficiency of the men in the field, and that of the supervisors who work with them.

Based on an interview with  
**R. L. MEGOWEN**  
*President, Megowen-Educator Food Co.,  
Lowell, Mass.*

| SALES PERSONNEL RATING REPORT   |                               |
|---|-------------------------------|
| NAME _____  | RATED BY _____                |
| BRANCH _____  | DATE _____                    |
| * Draw a circle around the number indicating the rating for each trait.                                     |                               |
| <b>Selling Methods</b>  |                               |
| 1. Is he aggressive and systematic in developing new accounts?  | 1 2 3 4 5                     |
| 2. Does he keep his route list up to date, complete and accurate?<br>(including prospects)                  | 1 2 3 4 5                     |
| 3. Does he have his routes well distributed by days without too many calls one day and not enough the next? | 1 2 3 4 5                     |
| 4. Does he have an orderly approach to a sale?  | 1 2 3 4 5                     |
| (1) By servicing the stock first?   | 1 2 3 4 5                     |
| (2) Obtaining reorders as a result of his stock check?  | 1 2 3 4 5                     |
| (3) Does he try to sell an item which the customer has not been carrying?                                   | 1 2 3 4 5                     |
| (4) Does he present his special price items last for plus volume?   | 1 2 3 4 5                     |
| 5. Is he persistent in his selling methods or easy to discourage?   | 1 2 3 4 5                     |
| 6. Does he know and talk quality or is he a price salesman?   | 1 2 3 4 5                     |
| 7. Does he use samples adequately and intelligently?  | 1 2 3 4 5                     |
| 8. Does he use his display case adequately and intelligently?   | 1 2 3 4 5                     |
| 9. Does he have too many refusals of delivery?  | 1 2 3 4 5                     |
| 10. Is the stock clean, with not too much old stock?  | 1 2 3 4 5                     |
| 11. Does he have too many old stock returns?  | 1 2 3 4 5                     |
| 12. Is he getting his share of the business on the territory?   | 1 2 3 4 5                     |
| 13. Does he know his customers well, and do they know him?  | 1 2 3 4 5                     |
| <b>Display and Promotion</b>  |                               |
| 1. Do the displays in his stores show that he takes an interest in this phase of his job?                   | 1 2 3 4 5                     |
| 2. Are his customers properly supplied with racks?  | 1 2 3 4 5                     |
| 3. Are Educator price cards in evidence?  | 1 2 3 4 5                     |
| 4. Are advertising helps and display cards in evidence?   | 1 2 3 4 5                     |
| 5. Do we have better display and representation, in general, than our competitors?                          | 1 2 3 4 5                     |
| 6. Does he demonstrate consistently and intelligently?  | 1 2 3 4 5                     |
| 7. Is he using the promotion and advertising of the Company to increase his sales volume?                   | 1 2 3 4 5                     |
| <b>Dependability</b>  |                               |
| 1. Does he report on time consistently in the morning?  | 1 2 3 4 5                     |
| 2. Does he do a full day's selling job on each of the first five days of the week?                          | 1 2 3 4 5                     |
| 3. Does he demonstrate and assist his accounts on Saturday?   | 1 2 3 4 5                     |
| 4. Is he honest?  | 1 2 3 4 5                     |
| <b>General Suitability as to:</b>   |                               |
| 1. Selling methods  | 1 2 3 4 5                     |
| 2. Display and Promotion  | 1 2 3 4 5                     |
| 3. Dependability  | 1 2 3 4 5                     |
| 4. Effectiveness as a sales representative  | 1 2 3 4 5                     |
| *KEY TO RATING  |                               |
| 1.--Extremely unsatisfactory  | 2.--Noticeably Unsatisfactory |
| 3.--Satisfactory  | 4.--Noticeably Satisfactory   |
|   | 5.--Extremely Satisfactory    |

Megowen-Educator men are rated twice a year on all these essential points. If they are skipping some items, falling short on others, excelling on still others, then blame or credit can be awarded. Similar ratings are given to lowly cubs and right on up to big shots.

**W**HEN I first headed our company in 1937, an immediate task was the weeding out and replacement of misfit salesmen with new men. These newcomers, and veterans who needed revitalization, required a rating and training method. We developed one which has proved so effective that it is now a permanent part of our selling technique.

Its keystone is a "sales personnel rating report" that scores each man's efforts for six-month periods. Subjects comprise the entire range of a salesman's work: Selling methods, display and promotion, dependability, general suitability.

Included are such questions as: Is he honest? Does he know his customers intimately, and do they know him? Does he have his routes well distributed by days without too many calls one day and not enough the next? Is he getting his share of the territory's business? Is he using the company's advertising to increase his volume?

The most important factor in this system is that the branch manager, who does the rating, must travel regularly with each man and maintain close contact with each man's daily routine. A branch manager has to be on time every morning to know whether or not the salesmen are punctual. He must ascertain the use of price cards, advertising and promotional helps in each store; he must be sure that each man is aggressively developing new accounts and broadening the Educator line in existing accounts.

In short, the system insures exactly what the management wants—continuously close association between branch manager and salesman.

This system spots each man's weaknesses and shows him how to overcome them. For example, there was one salesman whose volume was good, but an abnormally large part of it was on lower-priced brands. When the branch manager started using the rating sheet he found extremely unsatisfactory performance on four points in the sales approach: "Does the salesman service the stock first? Does he obtain re-orders as a result of his stock check? Does he try to sell an item which the account has not been carrying? Does he present his special price items last for plus volume?"

This salesman failed to follow these.

SALES MANAGEMENT



## About Megowen—and Its Leader, "Crax"

Megowen-Educator manufactures a complete line of cookies and crackers. The products are sold through branch offices and warehouses in New England and central and southern New York State. In this area the company maintains store-door delivery, servicing some 35,000 merchants.

It also markets through many distributors and direct in carload lots along the Atlantic seaboard, with intense distribution in New York, Washington, Philadelphia, Richmond, Jacksonville, and other key cities.

Largest seller is "Crax," the original all-purpose cracker created by the company. This toasted and salted cracker is imitated under various trade-names by innumerable competitors.

Four years ago 75% of all M-E products were in bulk; today more than 80% are in packages. However, with rising production and packaging costs, there is now a shift back to bulk goods for the sake of economy. With this trend in mind, the company has introduced a "Radio Special." One item is selected each week and advertised over 20 radio stations.

Goods are packed in a bulk container with a patented cellophane cover which closes itself. Replacing the usual glass covers for bulk containers, these save the grocer's time in opening new boxes, and make an outstanding brand promotion on bulk goods. Hundreds of stores which formerly did not handle bulk goods are now selling this Radio Special in big quantities.



logical steps to an orderly sales interview. He talked price goods first and was then unable to sell the usual proportion of other goods. When the branch manager located the weakness and showed the man the flaw in his routine, he revamped his methods. In a short while his volume of price goods levelled off in proportion to regular items and he broadened the Educator line in many stores. When the next rating period came around, this man received satisfactory ratings on all four points.

We also had several men who developed the notion that certain stores would not or could not buy a specific line or product. When branch managers traveled with salesmen, they were surprised at the number of such excuses. They were surprised, too, that many salesmen concentrated to excess upon large stores located in the cities,

often neglecting smaller stores out of the main shopping areas.

After branch managers found many stores being passed up, they emphasized the potential represented by each store. They worked to induce these men to call on every store and to attempt to broaden the line in stores that were customers. The result has been the opening of many new accounts and wider distribution of the entire product line.

In making the semi-annual ratings, the branch manager fills out the rating sheet without referring to the previous rating. It is the intention of the management that each report pertain to current performance, without regard to previous work.

After the rating has been completed, the branch manager refers to previous ratings, comparing point against point to determine weaknesses to be corrected during the approaching period. Comparisons are made in conference with each salesman, and weaknesses are selected for future correction. Thus, each salesman's activities get a complete overhauling each six months. Every salesman is expected to show definite improvement during each period.

This plan constitutes the most practical sales training and it gets consistent performance from every man. Without some such system, many salesmen are liable to show wide variation in their degree of daily application and daily sales production. We discourage outstanding performance when it means spasmodic production. We

want our men to be steady in their daily work—and this rating method gives us just that. Evidence of the general efficiency of the sales force is indicated by the fact that more than 90% per cent of all salesmen consistently earn commissions on plus business above their established quotas.

Carrying out the same rating principle, each of the 12 branch managers and each of the three sales supervisors is rated by the sales manager. Here again the sales manager must work closely with branch managers and supervisors. He must be able to determine and correct each man's weaknesses. He must be able to show gradual improvement in each man's rating.

Further, to keep the sales manager on his toes, the president rates him, as well as other department heads. The sales manager is appraised according to two qualities: Profit consciousness, the ability to watch and control expenses; good, fundamental sales ideas, and the ability to follow through on his ideas to make them pay. A sales manager must be more than a high-pressure salesman.

This rating system, which extends throughout the entire sales organization, really works. It has substantially advanced the position of the company. It has been a major factor in laying a strong foundation. And yet, with this big reorganization program in force, we have not had the making of money primarily in our mind but rather the building of an organization capable of making money. Now we are ready to go places.

## Attention—Sales Executives!

Be sure you read—Vic Ekdahl's

Dynamic New Book

**SELLING IS LIKE THAT!**



Write for your copy today. Price \$2.50. Liberal discounts on quantities.

Here is an unusual book on managing salesmen and down-to-earth selling that should be on the desk of every responsible sales manager.

37 years with Swift & Company, the author has been responsible for hiring and training over 2,500 salesmen and has achieved a remarkable record—he had never fired a salesman.

"One of the meatiest, most interesting, easiest-to-read books on salesmanship I have ever read"—T. Kirk Hill, President, Kirk Hill Rubber Company.

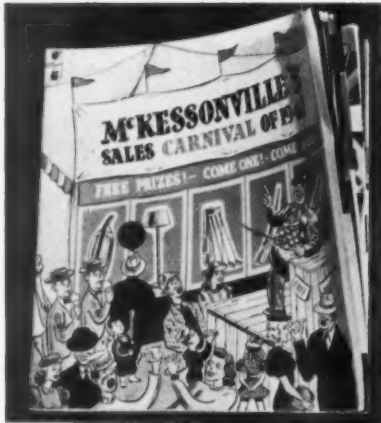
"A swell contribution to salesmanship and should benefit anyone in selling or advertising"—Don Belding, President, Pacific Advertising Clubs Assn.

"Should improve the selling ability of the coming generation"—W. H. Hunt, Swift & Company, Chicago.

**DEAN EKDAHL**

360 Thurston Avenue, Los Angeles, California  
Village Station

# Carnival Characters Turn Salesmen in McKesson Contest



After the glittering, glamorous, gargantuan presentation of possibilities was over at McKesson sales meetings, there were the marvels of the side show to explore: Exhibits of the line—1,500—count 'em!—palate-pleasing potables—flanked by laugh-provoking carnival posters. Having fun with a pun in the picture at right are A. C. Saxer, national import sales manager, and W. M. Barnett, vice-president in charge of wine and liquor sales.



"LADIES 'N GENTLEMEN  
\* \* \*  
WE TAKE PLEASURE IN PRESENTING  
THE GREAT McKESSONVILLE  
CARNIVAL  
IT'S STUPENDOUS! GIGANTIC!  
COLOSSAL!  
IT'S TERRIFIC!"

**W**ITH all the splendor and glamor of a three-ring circus, the 1941 Great McKessonville Sales Carnival is under way. Performers are McKesson & Robbins' 600 liquor salesmen; stellar attraction the extra super prizes offered for outstanding sales produced.

This carnival is an example of showmanship from the word go, for Sales Director W. M. Barnett realizes that it is the execution of an idea, the emphasis on small details, the carry-through that makes a sales contest of real incentive and inspiration to salesmen. It is a good illustration of how a wholesaler has not only matched the efforts of a retailer, but gone one better in envisioning a selling program

that is putting life and vigor into the entire McKesson sales effort. It has made selling fun . . . fun for the salesman and fun for his family, who have come to feel that they have a stake in his success.

First a colorful folder, "Ladies 'n Gentlemen—we take pleasure in presenting the Great McKessonville Carnival," was sent to liquor sales managers. It explained that a large colored poster announcing the carnival was going forward for immediate posting in offices, and one week later each salesman received at his home address a folder, "Step Right Up," followed the succeeding week by a copy of the "Carnival Catalog" containing rules and regulations of the contests and illustrations of the prizes offered.

The catalog itself is a lavish affair. Prizes offered are not of the tin horn variety. Attractive pictures of the furniture suites, watches, kitchen appliances, traveling bags, clothing and sporting goods have all the sales appeal

of a Sears, Roebuck catalog. In all, over 1,000 different prizes are listed, with a total retail value of approximately \$50,000.

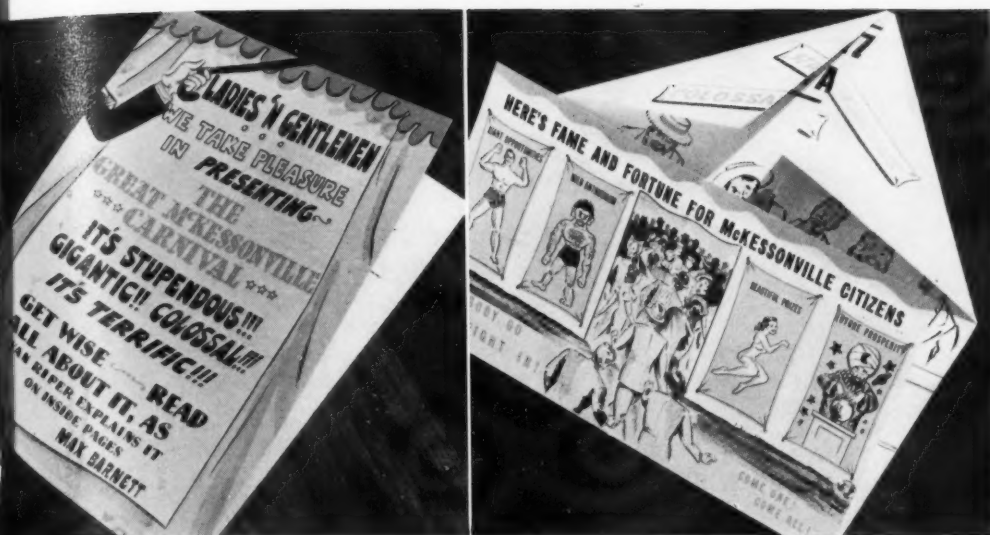
Within a few days of the receipt of the catalog, sales meetings were held in every house for which large carnival posters were supplied to be built around a display of liquor products.

Throughout the carnival, in an effort to keep enthusiasm high, mail pieces go to the home of the salesman, with the expectation that interest in the prizes on the part of the man's wife and family would spur him to greater sales efforts. Each piece carries out the spirit of the carnival. There's the man on the flying trapeze with:

"Oh—  
He sells everywhere with the  
greatest of ease  
The Carnival Man calls this  
contest a 'Breeze'  
His actions are graceful when  
prospects he sees—  
Up on top is he far and away."

SALES MANAGEMENT





There's something about a carnival that makes the step and heart lighter . . . that makes you want to obey the barker's cry to "Hurry! Hurry! HURRY!" That's what McKesson salesmen have been doing ever since The Great McKessonville Carnival sent out its advance man—the booklet at the far left, this page, explaining the contest to the men's managers. Next week the salesmen received at home, the first hilarious announcement, followed in succeeding months by such others as are shown at the top of the facing page and to the immediate left here. Colossal! Stupendous! It takes your breath away! . . . was the prize catalog pictured at bottom left on the facing page.

Prince Ali reads the salesman's fortune in words of worldly wisdom in his bright globe filled with clocks, radios, etc. . . . "I see a bright and beautiful future filled with rich and rare rewards for all McKesson salesmen and their families . . . if they hustle during the remaining days of the Great Carnival!"

The promotion department, under L. M. Van Ripper, advertising manager, has spared no effort in producing colorful, imaginative and appealing pieces.

There is a special one which appeals to the ladies. McKesson realizes the good psychology behind the "I did it for you, Mom" idea. "Every day is Ladies' Day. . . . Keep your husband in the carnival spirit. Here's how you can be sure that he will win exactly what you want. . . . Wishing may make it so . . . but telling your husband won't hurt any! Decide what he'll have to sell to earn the coffee table, silver chest, kitchen mixer, bicycle, etc., and then, sister, start inspiring!"

The ladies are also urged to follow up, and small cards are enclosed to help remind hubby. The first "follow-up" is a reminder card to be given him with his morning coffee. . . . "Dear Hubby: I'm counting on you to win that . . ."; other cards are also enclosed to check up and to "needle" Papa in case he is slipping.

Every two weeks, in addition to the other mailing pieces, a special letter

is mailed to the salesman, also at his home, so that the wife can know how he is doing, too, to encourage him.

This contest has proved the most popular of the series of annual sales contests which have been conducted for the past three years. Previous contests were between different offices of the company to develop a spirit of friendly rivalry. Thus an election contest was held in 1940, and in the preceding year, divisional offices were matched against each other in a "goat getting contest." This year's contest, however, has gone far beyond the others by offering bonus prizes to sales representatives, liquor sales managers and import sales representatives based on a point system.

The accumulation of points through the sales of case lots of wine and liquor brands plus extra-point business for completing individual quotas, entitles salesmen to receive the prizes enumerated in the catalog. Naturally, different numbers of points are required to win different prizes, but even the weaker salesmen have a tangible goal in view.

In addition, one of the features, which has made this contest particularly interesting to a McKesson man, is the fact that points are credited to him twice a month, and he may cash his certificates into prizes at any time and then start accumulating more points for additional prizes or hold point certificates until the end of the month. While a number of the men, in the beginning, turned in their cer-

tificates, now that they have seen how the contest operates, many are saving them for the big, stupendous prizes. Some 6,500,000 points were accumulated during the first two months of the sales contest.

Sales managers of each McKesson house are paired against the manager of another house and each is credited with points for completion of house quotas with a bonus for exceeding the record of his rival sales manager.

McKesson & Robbins, having won a national reputation in the drug field, entered the liquor business soon after repeal, and set up a separate wine and liquor department. Today the company is one of the leaders in the field. It has built an organization of 600 trained specialists, who handle some 1,500 different wine and liquor products, and who call upon an average of 50,000 retail outlets a month. Thirty-six branch offices are maintained in 21 cities. In 1941 McKesson & Robbins' wholesale sales are expected to top \$60,000,000. Old Crow bourbon, Martin V. V. O. Scotch whiskey, Sunnybrook rye and bourbon, etc., have become bar habits, for McKesson & Robbins products are distributed not only through such retail outlets as drug stores, liquor stores, but also directly to bars, grills, etc.

W. M. Barnett, vice-president in charge of sales, under whom the intensive development of McKesson's liquor business was begun in 1937, attributes the success of the effort to two factors: Building and training an organization of sales specialists and giving them an incentive to become aggressive salesmen.







## York's Quota Buster's Derby

**Y**ORK ICE MACHINERY CORP., York, Pa., has been running a "Quota Buster's Derby" for its various divisions since 1935. This continuity is the best proof of the racing stunt's effectiveness, says Sales Manager J. R. Hertzler.

Actually the race dates from 1934 when the air conditioning division organized an inter-branch competition based on percentage of quota accomplishment. It was so popular that similar races were started among the other branches.

These are labeled the "Industrial Preakness" for the industrial refrigeration division; the "Air Conditioning Handicap" for that division; the "Dairy Steeplechase" for the dairy and ice cream machinery division; the "Commercial Futurity" for the commercial division; the "Open Order Claiming" for the accessory equipment and supplies division; and the "All Division Derby" for the entire organization.

At the end of the first Derby a branch manager wrote to the main office to find out if the contest

would be continued the following year. If not, he wanted to start a private Derby among his men for, "this type of competition aroused a great deal of interest and proved very beneficial in my sales department."

With the beginning of each fiscal year a new Derby gets under way. Each month a racing chart is issued to the branch offices showing them their relative positions with respect to the other branches in the six quota races. All bulletins are written in horsey language. Examples:

"It's the unexpected that makes the ponies interesting. The unexpected happened last month, when only a very few of the favorites came through. It was a great month for long shots, form being out of the picture in almost every race.

"... That horse far out in front is Atlanta, bred in the Becker Stables with Jockey Crout up. This entry got off to a good start through the Rich Store job and it will take some hard riding to catch him. . . . It is the handicapper's prediction that present positions will change with every lap. . . . A huge crowd is storming the Pari-Mutuel machines with orders. . . . Watch Brooklyn in the next furlong when it spurts under the whip of the Feigenspan order. . . . Place your bets before the gong!"

Mr. Hertzler this year provided an additional incentive to the jockeys and stable owners (salesmen and branch managers.) This is called the "V/W" plaque, a wood and metal wall trophy cut in the shape of a York V/W compressor. It is awarded each month to the branch having the greatest percentage of its assigned quota for that month.

The branch holding the plaque previously must pay for engraving the name of the new winner and shipping it to that office. Naturally, the holder endeavors to retain the trophy, and the others try to take it away. At the end of the year the plaque will become the property of the branch with the best cumulative performance.

Points credited to liquor sales managers are to be certified at the end of the carnival in December.

The McKessonville Carnival is a good example of how McKesson strives to take the hum-drum out of selling, and make it a pleasant and exciting experience. The salesmen, in addition to being given incentives, are

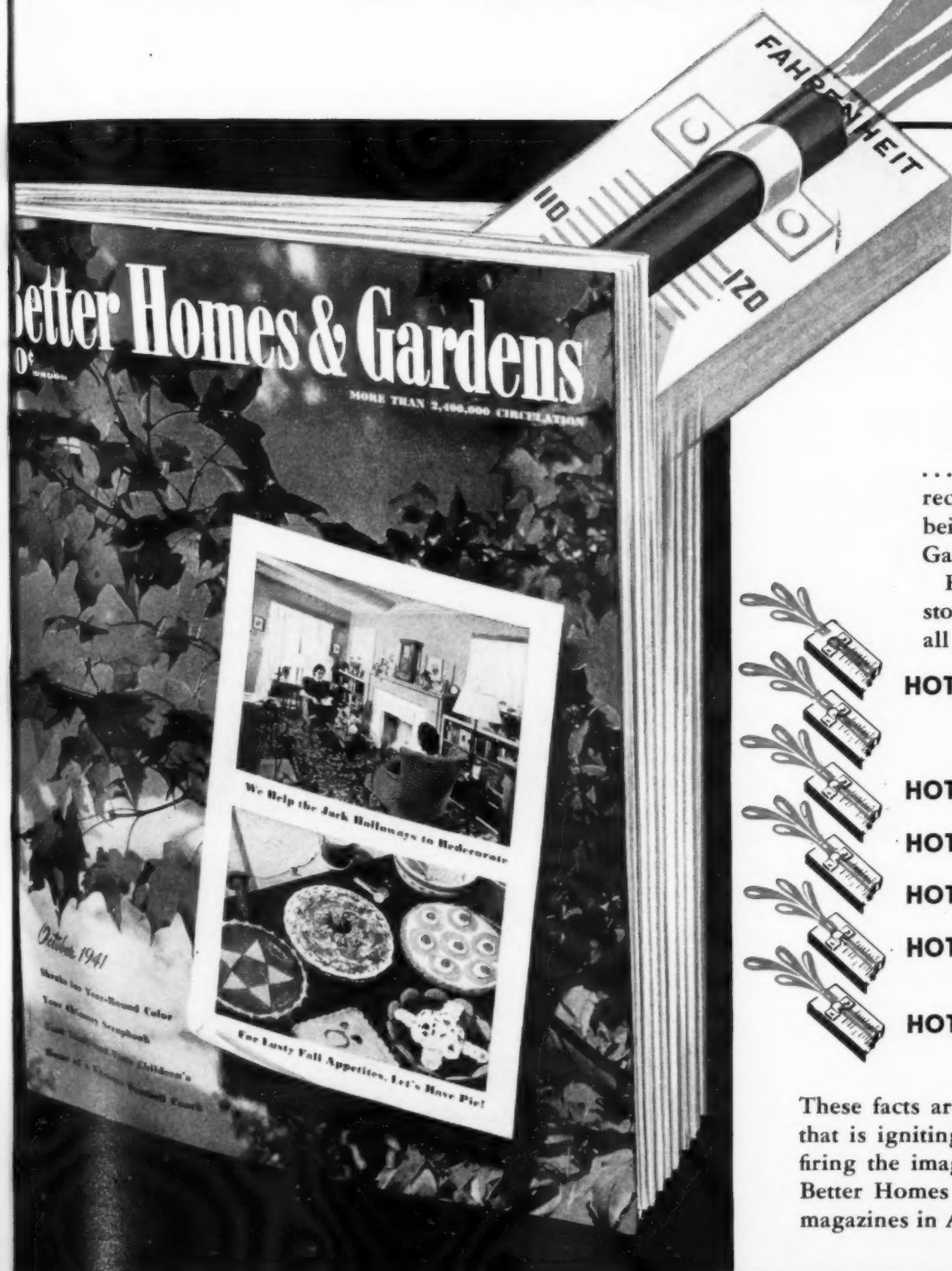
also aided in their selling by a fundamental educational program which gives them a thorough understanding of the product. Characteristic of this was the educational tour which the company's sales managers made recently. Some 65 men visited a number of distilling plants in three states to learn at first hand how the products

which the company distributes were made, and the points of superiority of each brand as explained by technical experts of the distilleries.

McKesson holds frequent sales meetings with its men, and has a special man covering the country to help salesmen and to demonstrate selling tactics.



# It's even Hotter in October!



- ... Twenty **NEW** advertisers in October!
- ... A larger **TOTAL** number of advertisers than in any previous October issue!
- ... Twenty-two percent **MORE** advertising than last October!

... These are only *three* of the latest records in the permanent "heat wave" being generated by Better Homes & Gardens.

Here is the rest of October's sizzling story—that makes it the **HOTTEST** of all October issues:



**HOTTEST** ... highest circulation in history—more than 2,400,000 suburban families

**HOTTEST** ... highest newsstand sales

**HOTTEST** ... highest editorial lineage

**HOTTEST** ... highest advertising lineage

**HOTTEST** ... highest number of advertisers

**HOTTEST** ... highest number of 4-color advertising pages

These facts are the result of an editorial concept that is igniting the buying emotions of readers—firing the imagination of advertisers. No wonder Better Homes & Gardens is one of the "hottest" magazines in America today!!!

## Better Homes & Gardens

DIRECTING THE BUYING EMOTIONS OF 2,400,000 FAMILIES AMERICA'S BIGGEST SUBURBAN HOME MARKET





Furs to the wife of the winnah! It's good psychology and good business, says Don Lee, a company which has found that better than "I did it all for the little woman" is "I did it all with the little woman's help!"

## Don't Neglect the Salesmen's Wives When You Run a Contest!

By offering glamorous prizes for the ladies, and promoting the contest to them and through them, Don Lee heightens the interest in competitive drives and induces each salesman to try just a little harder to be a winner.

**"E**VERY salesman is a prima donna," says Robert W. Adams, sales manager for Don Lee's Cadillac Division in San Francisco. "He has a well-developed ego, or he wouldn't be selling, nine times out of ten. That makes him peculiarly responsive to demands on his personal pride, and is, in our opinion, one of the main reasons why a properly managed contest will stimulate him to much greater effort than mere money.

"At the same time, we find that must salesmen—possibly because they have to be away from their families a lot—are unusually 'home centered,' take pride in their homes and families. A wife, and the home atmosphere she helps to create, can make or break a salesman. (All our salesmen own their own homes. We encourage it.)

"Taking these two basic facts together, we started, two years ago, an experiment that brought the wives of our salesmen into sales contests as direct participants and beneficiaries. It has brought results beyond our expectations: Not only specific results in the contest periods, but general and

enduring results, owing to the wife's acquiring a deepened understanding of how to aid her husband to be a success in his work, day in, day out.

"We found that when we offered a prize of a \$75 suit of clothes for the high man in a contest, if we also offered a \$125 fur neckpiece for his wife (and invited her to come and inspect the prize in advance) we were apt to get a kind of interest and co-operation that nothing else would bring. The wives were eager and willing to find out how they might help their men to be tops, and were more than willing to accept suggestions towards this end. It gave us an opportunity for direct communication with the wives.

"We lay great store by contests in our organization. Most of our men have been with us a long time. For these mature salesmen, the appeal of a contest seems to be more stimulating than money. The value of the prize does not seem to matter nearly as much as the prestige, the element of ego satisfaction or pride. We arrange that contests get plenty of publicity,

through newspapers and otherwise, with daily scores on prominent bulletin boards within our organization, and we find that our good men, if they are not right up at the top of the list, are very unhappy.

"It seems to us important that, when Papa arrives home, Mamma asks, instead of 'What's new?', rather, 'What kind of business did you have?' or 'How do you stand in the contest?'

"How Papa stands in the contest, and his work generally, may be determined to a great extent by the frame of mind with which he starts out for work in the morning. And this depends very largely on the wife.

"The contest gives the opportunity, the excuse, for helping relations between husband and wife, for getting on an intimate basis with the wife and being in a position to talk over with her matters—or problems—likely to affect her husband's success. Of course the wife *is* interested in her husband's success, but she may not always or fully realize what contributes to or detracts from it. The contest gives us an opportunity to make suggestions."

### Brighter Wives, Bigger Sales

A typical contest including both husband and wife was one offering as first prize a \$75 suit of clothes for the top-ranking salesman, and a fox neckpiece worth \$125 for his wife. In the second prize set-up, the wife received a complete tailored outfit from one of San Francisco's best stores. The fox fur was put on display in the firm's showrooms. Bulletins sent direct to the home outlined the contest. Wives were invited to inspect the fur. The bulletins half humorously and tactfully made certain suggestions for good home atmosphere, for sending Husband out with an easy mind, with no petty worries to pull down his morale. Wives dropping in to look at the prize were free to chat with the sales manager—in fact, were encouraged to do so. Each was urged to study her husband, to find out how he might be kept carefree at the peak of his possibilities.

"We soon found that the wives, thus encouraged and stimulated, went right to work," says Mr. Adams. "They studied many things they might not have thought of before, and in instance after instance better domestic relations have been achieved, and the men's morale much strengthened.

"Now and then we write to our men's wives. We always address them by their first names, establish an atmosphere of friendly intimacy. We tell



them they may always feel free to call and find out what the situation is with respect to a man's standing, and how they can help to raise it.

"If a salesman comes in and says, 'I hear you wrote a letter to my wife,' that gives us an opportunity to chat with him, too, and once our motive is made clear, there is no resentment."

An important aspect of these contests is that every man has a chance to win. Each man is given a handicap on the basis of his quota standing, so that the lowest producer has an equal opportunity with the highest of being a winner on the basis of his production. If this were not done, of course, the race would be between two or three top-ranking producers. Points are awarded, each dollar's worth of business rating one point. On hard-to-sell merchandise, double points are awarded.

On this basis, first place changes very rapidly. Interest and excitement are thus created. Bulletins are sent to the home periodically, giving the standing of the men, and daily results are displayed on bulletin boards in the showrooms to give greatest prominence and publicity to the daily standing.

### Proud Women Produce Leads

Wives come in constantly with their husbands to study the daily results of the contest, and "the whole family gets to work to try to help Papa win," says Mr. Adams. "We have found from long experience that some of our consistently best producers are those men whose wives take a continuing personal interest in the success and standing of their men, how they are producing in contests, how they rate from day to day, and who study how best to help their men."

"I recall a man who was not a top producer. He now has a wife who actively helps him in his work. She sends out crackerjack letters for him, maintains a clever follow-up system at home for his calls. That salesman is a high-ranking man as a result, and a real worker."

Of course, this is an exceptional case and the wife was a trained business woman before her marriage.

At the close of a contest, a dinner party is held, and the prizes awarded.

Other successful contests have had as first prize a holiday-trip, all expenses paid, for husband and wife, or for the entire family. This would not be an automobile excursion, but a train trip to some desirable point. Then, for contrast, every so often a stag is offered, with some other compensation for the wife. A highly re-

sultful idea is "The Mystery Trip," in which the men are told no details except that "a good time will be had by all." They are then taken off to an unannounced destination and given fun, hi-jinks, entertainment—or a fishing trip.

Whatever the contest, the cooperation and understanding of the wife is always sought and enlisted. "It is invaluable," says Mr. Adams. "Furthermore, a wife can aid her husband with social contacts if she is stimulated to cooperate with him in his work. The wives of our men are in good social positions. They belong to P-T-A, so-

cial clubs, welfare organizations, and similar bodies. The value of such contacts need not be overstressed. The wife who has drawn the fox fur is going to display and talk about it. To the query, 'Where did you get it?' the reply, 'John won it for me,' will have a number of good reactions.

"While we have found this approach particularly rewarding in our field of automobile selling, I have no doubt it could be effectively used for many other products: Large home appliances, for example, or any other commodity in which the salesman's wife might conceivably take an interest."



## "AIR EXPRESS SUPER-SPEED HELPS SOLVE THOSE NEW SELLING PROBLEMS!"...

... says Philip Salisbury, General Manager of Sales Management

America's all-out defense effort inevitably cuts into consumer sales. To keep your share of normal business—and open up new markets—you've got to move faster than ever. Super-speed shipping by AIR EXPRESS will help tremendously.

Anything you have to send, anything you want to receive at your office or place of business—travels at 3 miles a minute through sky-ways directly connecting over 370 key cities. Air-rail service to 23,000 off-airline points. No extra charge for special pick-up and special delivery within our regular vehicle limits in all cities and principal towns.

International AIR EXPRESS brings markets only hours away from your desk. Regular service to Canada, Latin America, Alaska, Hawaii, Bermuda, Lisbon, Portugal, Australasia, the Philippines and Far East. Phone AIR EXPRESS DIVISION OF RAILWAY EXPRESS.

'FASTEST WAY' MEANS AIR EXPRESS

**AIR EXPRESS**

Division of **RAILWAY EXPRESS**



During a visit to Westinghouse's Mansfield plant given them as reward for quota-busting, these cocky cooks—the entire sales staff of New Jersey Power & Light Co.—were inducted into the Ancient and Abrasive Order of Tuff Guys. All the food they display they cooked themselves as part of the initiation—and the sniffiest female experts had to pronounce it “excellent.”



Range salesmen passing the Tuff Guy cooking test are awarded some prize. This statuette was among the most popular. God of the male cuisine, invokes his wrath if friends snicker when you brag of your souffles.

## The Westinghouse “Tuff Guys”

**T**HE Westinghouse Electric & Mfg. Co. (Mansfield, Ohio) “Tuff Guys Club,” believed to be the largest honorary sales organization in the range merchandising field, is based upon this simple idea:

The man who can't cook is a sissy.

The man who can cook and won't admit it is a super-sissy.

But the man who can cook and who brags about it is a “Tuff Guy.”

The organization capitalizes on the very human interest almost every man has in cooking something himself. Behind the whole idea, of course, is the fact that a range salesman can do a better job of selling a range if he knows how to use it. The club has a serious intent, and the formal name “Ancient and Abrasive Order of Tuff Guys,” but it has sufficient catchy appeal to attract range salesmen generally.

The idea was originated by the Westinghouse range department in 1936, and it “clicked” far beyond expectations. An average of 3,000 range salesmen each year have rolled up

their sleeves, donned their chef's hats and aprons, and pitched into the job of fulfilling the club's requirements.

Earning membership in the Tuff Guys is not easy. The would-be member has to prove that he can cook. First he prepares a cooker meal, complete from braised short ribs of beef to mincemeat pudding. Next he tackles cupcakes, a complete vegetarian dinner, a broiled dinner, and a variety of vegetable dishes.

The satisfaction of preparing and actually cooking these foods at a Tuff Guy initiation is climaxed when all the new members eat the food they have prepared.

Each year a different award is given to range salesmen who pass their Tuff Guy tests. This year it is a leather vest pocket secretary, with the recipient's name engraved on it in gold. Another award was a diploma-style certificate, complete with a sandpaper “seal.” One of the most popular was a plastic desk statuette of a cauliflower-eared snarling prize fighter.

Each step in the initiation, which

the salesmen use later in their selling demonstrations, bears out the major Westinghouse range selling point—that “Vitamized cooking,” made easy with Westinghouse ranges, protects vitamins, minerals, and rich, natural food flavors.

The entire Tuff Guy program is an illustration of the effectiveness of “use selling,” according to R. M. Beatty, manager of the Westinghouse range department.

“A demonstration on the technical and semi-technical features of a range will hold the interest of women for only a short time,” Mr. Beatty says. “On the other hand, they will willingly and interestedly sit through two hours of a demonstration based on food and the cooking of food. Our range salesmen have learned long ago that in talking with a woman who is a prospective purchaser, it's not so much what the range *is* that counts as what it *does*.”

“By qualifying for Tuff Guy membership, range salesmen become better equipped to talk with their prospects in terms of what the customer wants to buy, rather than what the salesmen want to sell.”

SALES MANAGEMENT





**THERE'S OPPORTUNITY**  
*on youth's horizon*  
**IN SOUTH DAKOTA**



**GET INTO THE UPWARD SWING in SOUTH DAKOTA**



To YOUTH South Dakota spreads its arms! To YOUTH South Dakota proffers natural resources, developed and undeveloped, which permit the fullest expression of energy, ambition, VISION. A young state with young ideas — the perfect setting for young people. Here is wealth of farm and ranch, forest and mine . . . wealth of Western ZEAL. Folks whose spirit has never lost the pioneer pace—folks eager to progress, eager to welcome the newcomer, eager to cooperate for his success.

Improved farms, improved farming methods, greater diversification, new and better highways with quicker access to markets — these influences are hoisting the income level in South Dakota. During the first six months of 1941, farm cash income was 91.9% greater than during the same period in 1937, not including government payments. That profitable trio — cattle, sheep, and hogs — corn and sorghum-fed, supplies 75% of the farm income of our State. On August 1, 1941, 35% more cattle were on feed than a year ago. The 1941 wool crop broke all records with 13,841,000 pounds as compared to the 10 year average of 9,142,000 pounds.

Minerals? South Dakota deposits include the largest gold mine in the United States and almost every other known mineral—a challenge

to the venturesome spirit of youth. In 1940 gold production alone totalled \$20,533,170. Another mine yielding wide-spread benefits is the influx of more than a million Black Hills tourists each summer season.

Country store sales from January to July, 1941, inclusive, were 12% greater than in the same period in 1940, the largest percentage gain in the Ninth Federal Reserve District. In 1939 the 468 industrial institutions in South Dakota (not including mining) showed an increase in production of \$14,000,000 over 1937. Net Income Tax collections in South Dakota in the past fiscal year were 29% above those for the preceding fiscal year.

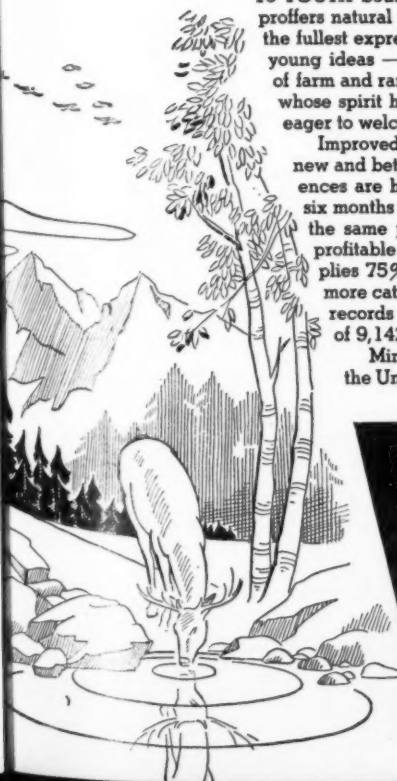
In South Dakota boundless raw material awaits but the touch of ingenuity for practical application. Manufacturers, wholesalers, retailers — South Dakota's growing buying power is a channel of promising returns for you! Watch this state . . . To young folks in step with OPPORTUNITY — to enter families grown security-conscious, we say — Welcome South Dakota — to its material advantages, its hospitality, UPWARD SWING!

*Harlan Phillips*  
Governor of South Dakota

**SOUTH DAKOTA**

Write A. H. PANKOW

PIERRE, SOUTH DAKOTA

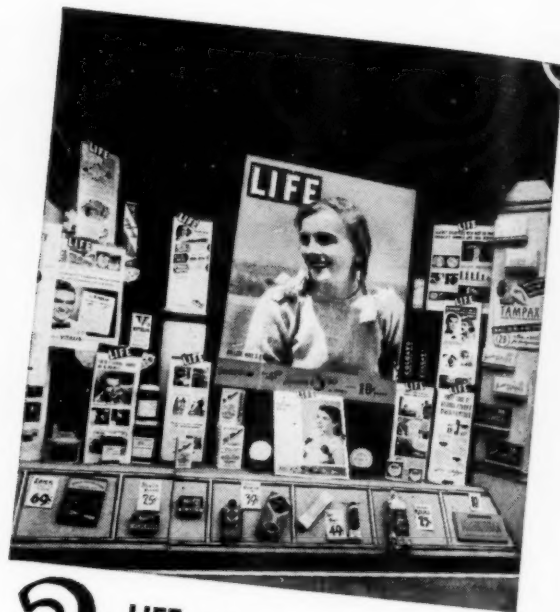




# Do you know these



**1** LIFE has the biggest newsstand sale of any magazine—more than 1,900,000 copies weekly. (Total circulation more than 3,250,000.)



**2** LIFE enjoys the highest-known subscription renewal rate of any mass publication.



**5** LIFE is now the leading advertising medium in the drug field.

# facts of LIFE?



**3** People pay more for **LIFE** than for any other magazine. (More than \$13,000,000 in 1940.)



**4** **LIFE** is now the leading advertising medium in the grocery field.



**6** **LIFE** reaches the biggest weekly audience of any magazine—more than 20,000,000 readers.

# LIFE

➡ "America's Most Potent Editorial Force"

➡ "America's Most Potent Advertising Force"



The Des Moines meeting of Crosley dealers and their salesmen went off without a hitch; scintillated with sense and showmanship; kept interest high by letting no five minutes go by without some sort of audience-participation stunt. Strange as it seems, these same comments apply to 390 other meetings held from coast to coast. A miracle? No—headquarters planning of every detail of the program from purpose to presentation and props.

## Everybody Laughs and Learns at These Crosley Sales Meetings

Touches of showmanship and humor are the priceless ingredients that make sales education easy to take for the salespeople who work for Crosley dealers. These meetings get away entirely from the monotony of talk, talk, talk.

BY WILLIAM RADOS  
Sales Promotion Manager, Refrigeration Division,  
Crosley Corp., Cincinnati

**L**AST Spring when sales executives of Crosley Corp. sat down to plan a sales training program they gave considerable thought to their most important training problem: *How to make sure that the majority of salesmen would get something out of the program.*

Intended for refrigerator dealers and their retail sales and service men, Crosley executives appreciated that no vital problem was involved in organizing the subject and writing and producing the various training books, and other materials. Although the program called for a nation-wide series of meetings to be held by Crosley distributors, no great problem was visualized here, as the majority of these distributors knew the value of training their retail organizations. But the problem that caused most concern arose out of four well-known observations regarding the training of retail appliance salesmen:

1. Salesman's ability to recall the facts and details of a presentation-type training meeting has proved to be extremely limited. Wherever recall examinations had been applied they showed that salesmen's ability to recall the facts 48 hours later were decidedly limited, and that most salesmen could hardly recall one fact, if that, at the end of 30 days.

2. The available speaking personnel was made up almost entirely of distributors' executives and wholesale salesmen who, although conscientious, usually lacked the showmanship qualities necessary to hold audience attention at a peak throughout a long meeting. Meetings in which all the information was presented solely by partially-prepared speakers without product, films or other props invariably resulted in failure.

3. With meetings scheduled for every key city in the country and each meeting conducted by a different individual, there might be dozens of different interpretations as to the message to be delivered. Important parts would be left out or handled so as to detract from their effectiveness.

4. Finally, because of these conditions, whatever enthusiasm and information developed in the meetings would melt away

at a tremendous rate following the meeting unless something was done to offset this loss.

The solution, as finally worked out, contained four elements:

1. A combination presentation and audience-participation type of meeting.
2. After the program was developed, certain showmanship factors were added, pre-tested, and then released as part of the instructor's training program.
3. A complete supply of props for the speakers was provided.
4. Training manuals and follow-up materials were provided for the salesmen.

The meeting had to be a one-shot affair, because most dealers and salesmen will not come to a series. We wanted to get over certain information so we had to adopt the presentation type of meeting as our basis. (This type of meeting is a one-way street in which all the information, ideas, inspiration—if any—flows in one way, from the front of the hall to the salesmen.)

Such a meeting seldom leaves more than an "impression" and is around 5% to 10% effective. Many people don't know how weak a training procedure it is; that's why they continue with the practice.

On the other hand it is also a well-known fact that a person begins to learn the moment he asks a question, writes an answer, or gets up on his



feet and comes forward. Therefore, our meeting program called for a considerable element of audience participation. For instance, at the very beginning we held an "eye test", during which various members of the audience, selected at random, had to come forward, to receive objects, to make choices, to get up and speak. Although this opening lasted only three minutes by the clock, its effect in attention lasted throughout the entire meeting.

Again, the speaker read a running headline story from a large chart, but he was instructed to stop at various times to pick out a salesman to read the headline. At other times the audience was asked to vote on selling techniques they employed.

Although the meetings averaged two hours, chairmen who followed instructions did not let five minutes pass without pulling some one or more salesmen directly into the picture. Some of the hardest-boiled dealers and salesmen in towns which have been "meeting to death" were enthusiastic over this technique.

### Two-Fold Objective

Objectives of the meeting should be understood to appreciate our handling of the program. There were two: (1) To create belief in the product; (2) To supply selling techniques. During the Summer of 1940 the Crosley management had made sweeping changes in the design and production of its leading product, the Super-Shelvador refrigerator. The result was a product so far advanced in appearance, high quality construction and consumer appeal that when the organization saw it last January, they cheered. However, even true love may grow cold, and here it was Spring, the big selling season, so the management saw the need for renewing faith in the product. With this we wanted to re-emphasize certain basic selling techniques.

The entire story was first written out, then condensed into headlines and printed on a 52-sheet chart 30 x 40 inches. The chart stood on a special, lightweight wire easel five feet high. Specifications called for type large enough to be seen and read by large audiences since meetings of 300 were frequently encountered. No matter how far back the rear row was, everyone was able to see.

But once these mechanical problems were solved, what did we have? Merely an appeal to the mind. *Question:* How to open up clam-like minds to receive the logic? *Answer:* By dramatic analogies. For instance, the important point we wanted to impress upon the salesmen from the beginning

## THE IDEAL SALESMAN GETS ORDERS OTHER SALESMEN PASS BY

**H**E'S not too proud to stop off at a thriving town of 2,500, or even less, to pick up business that's waiting. He knows that defense preparations have helped Small Towns as well as metropolitan centers and that there's plenty of money there.

He doesn't dash headlong through these villages on his way to the next big city where he'll have to compete with droves of other salesmen, spend costly time waiting for interviews, and in the end get only a small share of the available business.

He makes the cities . . . certainly . . . but he's smart enough to know it's economical and profitable to stop off in the Smithvilles and Jonesburgs to get business that hurrying competitors pass by.

Have you a Small Town salesman on your advertising list? If not, you'll want to put GRIT to work. GRIT goes direct to this profit market . . . makes 16,000 Small Towns each week . . . does it with great economy and has helped to increase sales volume for General Motors, Chrysler Corporation, General Foods, Lever Brothers, R. J. Reynolds, Lehn & Fink, DuPont . . . many other big and small companies during the last year.

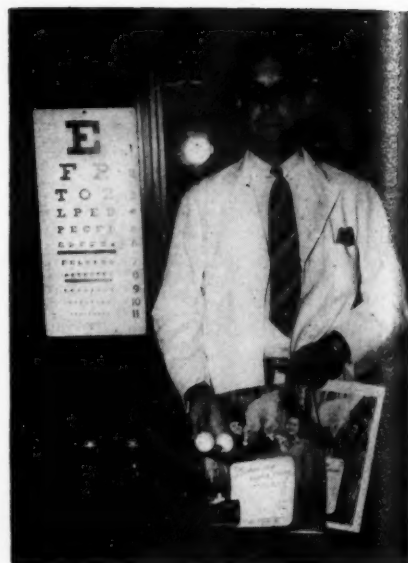
**Better have your agency check GRIT'S references,  
then hire this best of all Small Town salesman.**

GRIT PUBLISHING COMPANY  
WILLIAMSPORT, PA.

of the meeting was the fact that, although other refrigerators might look (when closed) like a Crosley, actually the Super-Shelvador refrigerators gave far more consumer value. Driving this point home proved the importance of selling the values in the product.

Calling it a "Plus Value" meeting, we started with an "Eye Test" in which the speaker put on an oculist's coat and displayed a regulation eye chart such as you see in every oculist's office. *Ostensible purpose:* To test their eyes to see if they could see the "Plus Values" in Crosley. *Real pur-*

*pose:* To dramatize the point and to start audience participation in the meeting. To put over our point we showed two bottles of pop, looking alike, yet one was filled with wine. We displayed two cigars, same shape, but one retailing for a nickel, the other for 15 cents straight; two magazines, rear covers forward, same size, same ad, one sold for a dime, the other for a quarter. We required individuals to cast their vote for which they believed to be the more valuable product. The end of this little performance came with a test of two golf balls,



Here is C. William Rados, sales promotion manager of the refrigeration division of the Crosley Corp., and secretary-treasurer of the National Association of Sales Training Executives, demonstrating how a "Plus Value" sales training meeting should be conducted. His eye-test card and his oculist's white coat are merely intended to create atmosphere, while the two cigars in his coat pocket, the two golf balls, the two bottles of liquid refreshment, and the two magazines are each visual proofs of the fact that, although two articles may look alike, their value may vary greatly.

one bounced in the regulation manner, but when the other was tossed on the floor it broke into pieces.

Then the speaker started the chart. As he turned sheets he built up to a climax timed three minutes from the "eye test." The point was that Crosley salesmen could double their money with the program. It was made doubly impressive when the speaker suddenly drew out of the chart three crisp one dollar bills, one representing their earnings in 1940, two their current possibilities. And to cap the climax he invariably tore one bill in half and offered it to some one in the back row if he would come and get it.

The main story of the "Plus Value" meeting revolved around the giant turnover chart, but a complete set of additional materials was used. These included a 30-minute, sound-slide film, "Thoroughbreds Don't Just Happen," featuring the high quality construction of the Crosley Super-Shelvador refrigerator and a large wall chart "Buyer's Guide."

Since the headline story was presented on the turnover chart, no speaker could get "off the track." However, we furnished complete talks, written out word for word and keyed to the charts. The purpose was to allow us to coach the instructor in the actual delivery. On every page of the talks

## 31 tested ways to use business telegrams

1. Acknowledging first orders.
2. Telegraphing for credit information.
3. Expediting shipments.
4. Acknowledging complaints.
5. Price and style changes.
6. Announcing new enterprises.
7. Aids on meeting competition.
8. Paving the way for salesmen.
9. Invitation to buyers.
10. Reviving inactive accounts by telegraph.
11. Use telegraph between salesmen's calls.
12. Encouraging purchase of additional items.
13. Use of overprinted blanks.
14. Supplementing advertising by telegraph.
15. Encouraging salesman.
16. Instructions to branches and salesmen.
17. Stimulating sales campaigns.
18. Special sales.
19. Daily sales reports.
20. Quoting prices by telegraph.
21. Salesmen's orders by telegraph.
22. Answering inquiries.
23. Tracing orders or shipments.
24. Telegraphing shipping dates of orders.
25. Daily production reports.
26. Requesting replies to unanswered letters.
27. Accepting offers.
28. Requesting prices.
29. Replenishing stocks.
30. Remittances to salesmen.
31. Collection of accounts.

### WESTERN UNION





we included speaking instructions such as:

"Repeat demand and insist on enthusiastic reply"

"Read headline forcefully"

"Ask if they don't believe it's the best refrigerator ad they've ever seen"

"Build to enthusiastic climax here"

The result was that the instructor had only to rehearse his script two or three times to know his story far better than he had ever known any similar training story.

The program was immediately followed by a "free-lunch" quiz program. The branch manager called for nine "experts" to volunteer. Seating them around the stage in a semi-circle he handed each a bottle of beer, then popped the first question which was "What is Connie Mack's full name?" The question usually had to travel to "expert" number five or six to receive a correct answer.

For this scholarly chore there was placed in his hands a pound of sliced bologna, bare, without so much as a stitch of paper thereon. Fourteen product questions followed and when the experts flunked the audience was given a chance. Each question was loudly called out, and when the answer came forth, it was loudly repeated for the benefit of all salesmen. Where differences of opinion arose, the chairman called for an audience vote. In these ways, good training technique was adhered to. Each successful answerer was given as large and awkward a food item as could be purchased. No wrappings or containers of any sort were used, from fresh fish to a peck of potatoes. Inexpensive, lots of fun, and the winners carried them home.

### Lest They Forget . . .

As salesmen left the meeting each received a pocket-sized manual reproducing the highlights of the meeting complete with all the facts and figures that otherwise would be hard to remember. Cover and key pages of the book followed rotogravure color to impart a news flavor. For dealers, buyers and retail sales managers there was an additional manual—a combination merchandising program, and follow-up sales training program. Titled "How to Make \$1,000 More With Crosley," it contained suggestions on store promotions and included a complete outline, based on the salesman's pocket manual, of a series of eight sales-training lessons which the dealer could conduct himself.

In past seasons, about June 1, many refrigerator dealers "knocked off" for the year. Yet at the time this "Plus Value" training program was con-

ceived sales forecasts indicated possible total industry sales of 1,200,000 during May, June, July and August. If Crosley dealers and salesmen could be stimulated to greater sales activity during this period it would account for thousands of additional sales. Therefore the "Plus Value" program was launched and followed up, as one of the means by which we could maintain retail sales activity.

Sales records for the first six months of 1941 show that Crosley Super-Shel-vador refrigerators had an increase, over the same period of 1940, of 94% as compared with an industry increase

of 31%. Product values and the manner in which they were sold to the consumers were basically responsible for this great sales volume.

To date 391 "Plus Value" meetings, both large and small have been held, with an attendance of 5,273. Although the giant chart was designed so that it would be effective at large meetings, it was also made portable, with the result that dozens of individual store group meetings were held. These meetings often were held for groups of as few as four or five men. Such informal meetings proved even more effective in individual training.



## Leadership is no Accident...

Among the more discriminating sportsmen who appreciate the better class outdoor magazines, SPORTS AFIELD has been elected to the position of standard bearer. This elevation to circulation leadership was no accident. It was the result of careful long-range planning by editors and publishers who were not hide-bound by publishing precedents . . . men, ready to do the things "that had never been done" in this field.

Through stream-lined treatment of the choicest editorial offerings of the best-known sportsmen writers; through regular and complete departments of informative and authentic material edited by leaders in their respective fields; by the lavish use of pictures in the modern manner . . . these sportsmen are receiving the kind of magazine they appreciate most.

SPORTS AFIELD is the largest-selling outdoor magazine at more than a nickel. Next year, for only \$3.08 per page per thousand, you can tell your story to at least 325,000 of these men. This is the lowest basic cost in the entire field.

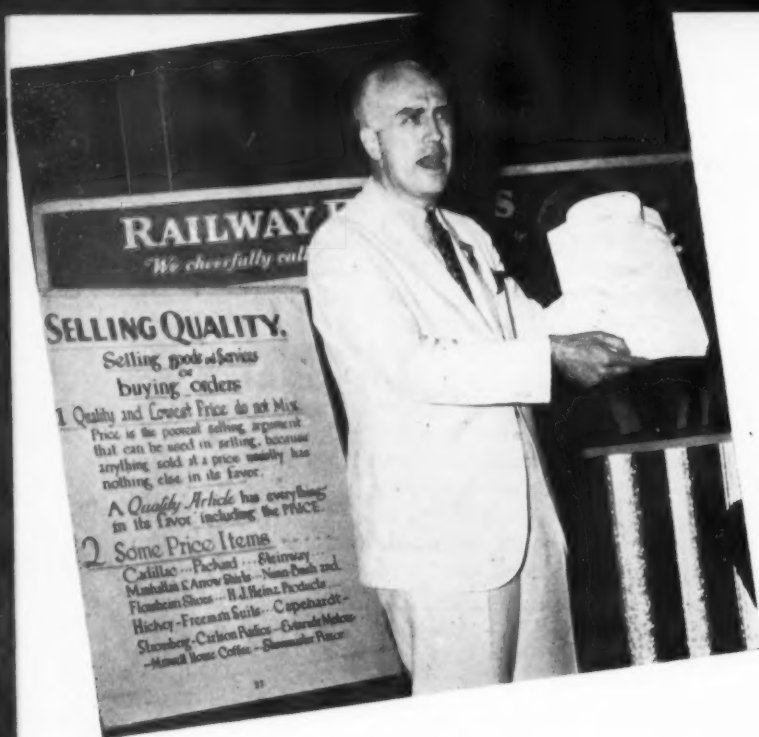
TELL YOUR STORY TO THESE SPORTSMEN.

*It's a peach of a market*

**SPORTS AFIELD**

444 MADISON AVE. NEW YORK CITY





(Left) Kinsey Merritt, general sales manager, uses two shirts which look alike but represent widely different values, to demonstrate the technique behind a quality sales story.

(Below) "Information Please!" . . . Railway Express conventioners are rewarded for their knowledge in a modified version of the radio favorite. This game has proved to be a real stimulator at conventions and sales meetings.



## The "Three Ring Circus" Sales Convention: How Railway Express Runs It

"IT isn't enough merely to instruct men at sales meetings," says K. N. Merritt, general sales manager, Railway Express Agency, New York; "they must be inspired and enthusiastic over doing the things they are instructed to do." Mr. Merritt also believes that showmanship must be attached to a sales meeting to keep it alive, and any one of the 125 representatives from key cities throughout the country who attended this year's Express sales conference in Chicago will testify to the fact that these are more than just words.

The meeting was opened in a dimly lit room. No one was allowed to enter the convention until five minutes before the opening session. Suddenly there was a fanfare of music, the lights came on, the music reached a climax, and Mr. Merritt opened the meeting.

These annual get-togethers are made up of a series of papers prepared and delivered by salesmen. These men choose for themselves the subjects on which they wish to speak, and dramatic situations are so threaded through the formal program that the audience never knows just what to expect. No man is permitted to hold the limelight more than a few minutes. Each has his task to do. Every paper or talk is succinct, to the point. Films are used, slide films, several skits; suggestions and questions come from the

floor at prearranged times. Throughout there are moments of humor—and even music and singing.

After Mr. Merritt had welcomed the executives—approximately 150 of them—at the opening session, P. O. Laurin, district sales manager, Boston, took over. He pointed out that the modern way to deliver a battleship, a motor car or a hot dog is "in the package." Films shown pictured good and bad delivery jobs being done. A man was shown driving up to a house to deliver a car. No one answered the bell. So he simply tossed the keys onto the seat and left. The woman of the house then appeared, saw the car, walked to it.

After some trouble she found the keys. She also found dirt on the door and grease on the steering wheel and a soiled rag on the front seat. Then the same car was delivered by an expert. He did a perfect job. He left a woman who was very happy. Mr. Laurin summed up:

"The delivery man makes the final impression."

The woman who received the car delivered with perfect technique, he pointed out, would get far more pleasure out of her car and have a lasting confidence in the dealer making the sale. "And don't forget to pat little Johnny on the head," he added.



District Manager Hull, in the role of an old-fashioned storekeeper, introduced his talk, "Making Friends By Putting Extra Candy in the Bag," in this novel fashion. "We make friends," he said, "by rendering service beyond what the customer normally expects."

Style and technique in package delivery—as demonstrated by a Railway Express man before the convention audience. He is neatly dressed, well-groomed. He is courteous but brief, leaves the customer convinced not only of his own efficiency but the company's integrity.





"Making Friends by Putting an Extra Candy in the Bag" was played with stage effects. The lights came on with E. W. Hull, district sales manager, made up like a small town storekeeper. He stood behind an old-fashioned candy case. With a spotlight playing on the scene, a small boy appeared. While Mr. Hull swatted imaginary flies he and the boy dickered over how many pieces of candy for a penny.

The youngster, after much indecision, finally settled on a purchase that meant three pieces for his cent. Mr. Hull almost handed him the bag, and then, "Wait a minute, sonny." He put in an extra piece and said, "Here." The kid bounded out all smiles.

"That's from life," Mr. Hull told his audience. "Old Man Schmalz, when I was a kid, used to sell me candy in just that way. Do you think I'd go anywhere else? No, I always bought from him because he gave me that extra piece."

Men and women in all walks of life, he explained, can be made permanent customers if the seller will do just a little bit extra for them, give them some unasked-for and unexpected service. That, he said, was what he meant by the extra piece of candy.

"Tell 'em," Kinsey Merritt says, but show 'em also. Pictures, charts, and illustrative pieces of advertising are bathed in light—but only when in use. This use of spot light rivets attention where you want it. Another effective use of lights is achieved by training two overhead spot lights on the speaker giving him new importance as he stands before the audience in a shaft of white light that illuminates his every feature.

The radio quiz idea made a novel and exciting program feature. Five conferees were named to take the test. All questions in the quiz related to rail or express service. Instead of dollars, pennies were awarded for correct responses, but the last question counted the most, and if it was muffed, the "winnings" of previous correct answers were lost to the participants. This stunt proved exceptionally popular.

"Don't keep the men sitting still too long," say REA program directors, and sure enough every session has a ten-minute recess in it. The men stretch and come back eager for more.

"How in the world do you think of all these things?" a district sales manager asked Mr. Merritt. His reply was interesting. "I don't," he said,

"most of this has been done by somebody else, and I just borrow his idea and adapt it for our use." Even before the 1940 meeting was over, plans were pointing toward 1941. Every book, every magazine article, every clipping, every report of sales meetings is read.

"What's in a Name?" the keynote of recent Railway Express advertising was explained by the use of two wheels, one with a name and one without. Presenting blow-ups of the company's advertising to show the men just what the advertising program was, Glenn Lace, district salesman pointed out the average person will gladly pay more for an article produced by a well known concern, than for one at a cheaper price, without the name of the maker shown.

This year's convention closed with a dramatic presentation. It closed the program with real life. Color, music, voices all blended together to make it almost a professional job, even though the participants were members of the convention group.

Lights in the conference room were dimmed, and in a moment more music came from the loudspeaker, while on the stage a soft orange spotlight played on the figure of Uncle Sam. He



## HOTELS STATLER

PLAN YOUR TRIP so that your stops are made in Statler cities! That's the way to assure yourself of a most comfortable room; delicious meals, and splendid Statler service—and at rates that are "budget wise." There are Statlers in . . .

BOSTON • BUFFALO • CLEVELAND  
DETROIT • ST. LOUIS  
★  
NEW YORK • PITTSBURGH  
Hotel Pennsylvania Hotel William Penn  
WASHINGTON, D. C.  
(New Building)



## Convention High Jinks

(Left) It's a close shave as district sales managers compete in Remington Rand's shaving contest, a feature of the recent sales convention held in Bridgeport, Conn., to introduce the new "Remington Foursome." The General Shaver Division men may be a little "cut-up" about it, but this is a sure way to convince them that the new model is a "sharp" article to sell.

(Right) In the spirit of '76 as well as 1941, Westinghouse uses the patriotic motif to introduce its new line at a series of convention meetings. Girls from the home office are dressed to represent the names of the new models, "Martha Washington," "Dolly Madison," "Betsy Ross." When the meeting opens, the units on the stage appear to be merely trees in front of the house, then as each model is introduced, the "tree" turns around to reveal the girl and the refrigerator she "impersonates."



asked in effect: "What are you of transportation doing to assist in our national defense activities?"

One by one, they responded: An air pilot, representing aviation; a railroad conductor, in behalf of those who maintain the rail lines; a truck driver, representing the trucking industry; an airline hostess, to speak for the women in transportation, and finally the railway expressman.

Said the expressman: "We are right at your elbow, Uncle Sam, eager to help, ready to serve . . . We are prepared to serve the nation on land, in the air, on the seas and on the streets of our great cities. . . ."

Immediately, with stirring music playing, a company of eight Boy Scouts, carrying American flags, marched single file up to the stage and took their places facing Uncle Sam. Then, as the words of "God Bless America" were thrown on the screen, the entire audience joined in the singing.

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## Airtemp's Cure for Conventions That Sag in the Middle

Sales meetings don't have to be dull. Sales meetings don't have to be long and wordy. Sales aid presentations needn't be lavish, expensive affairs. This has been proved by the Airtemp Division of Chrysler Corp., which put on a swell show for *five dollars!*

Airtemp, this year, conducted a series of dealer meetings throughout the country in an effort to strengthen and fortify its dealer structure, and to get across to their dealers and prospective dealers just what Airtemp had to offer them.

Sales Manager Paul B. Zimmerman has found that most meetings begin to sag at just the point when the sale aids are presented. This is mostly

because the presentation of consumer literature, advertising, sales training aids, and direct mail programs usually constitutes the duller part of a program. The problem was how to set forth all of "Airtemp's Aids to Sales" without scenery or special backgrounds, and at little or no expense.

Finally they hit upon an idea . . . they would use the time-honored but always effective skit. The sales aids themselves would serve as the backdrop and scenery, the dealers would be the actors, and costumes would be limited to one glamorous \$1.99 red model for the "heroine."

The skit took 20 minutes, and was laid in the show room of one "Charlie Chips"—mythical Airtemp dealer.

SALES MANAGEMENT



Charlie employs but one discouraged salesman—Elmer. Twerp. As the scene opens there is no equipment on display in the Chips show room—and business is very bad.

After some discussion of the deplorable state of business, Andy Airtemp, district manager for the Airtemp division, appears with his brief case. Andy then presents "Airtemp's Aids to Sales" to Charlie Chips and Elmer Twerp—and to the assembled dealer audience. The script went like this:

CHARLIE CHIPS (into telephone): "Hello—gimme 87 please . . . (pause) Hello . . . Joe? . . . stop around at my house this morning and get my dress suit. . . . I want it pressed—not cleaned—just pressed . . . and get it back by noon. . . . I'm goin' to a weddin'—(pause) and Joe—see what you can do to darn the moth holes . . . will you? Thanks, Joe . . . good-bye."

Charlie Chips sits musing as telephone rings three times, insistently.

CHARLIE CHIPS (bellows): "Hello . . . (pause) Who? . . . Well who are you? . . . Oh, yes, Mrs. Smith—you want to buy ping pong balls? We got light bulbs—but no ping pong balls. You're having a garden party? Now, ain't that nice. . . . No, we don't sell Japanese lanterns, Mrs. Smith—try the corner drug store. Good-bye."

(Musing—"ping pong balls—Japanese lanterns—gosh, but business is rotten.")

### Elmer, Salesman Without Tools

Enter, upstage right, Elmer Twerp, carrying brief case. Elmer looks seedy and tired and has not had his breakfast.

ELMER TWERP (dejectedly): "Mornin', boss."

CHIPS: "Mornin', Elmer—got any deals lined up today, Elmer?"

ELMER: "Well—let me see—there's that Mrs. Sylvester—she wants an Airtemp furnace for her new house—and we got nothing to show her—no furnace on display. . . .

CHARLIE CHIPS: "Ain't you got a catalog, Elmer?"

ELMER: "No—I gave my last one to Mrs. Brown—way last Winter. Say, boss, why don't we get a furnace in here to show people?"

CHARLIE CHIPS: "Nobody ever comes in a furnace store to buy furnaces; you know that. By the way—did you get that Brown deal?"

ELMER: "No—she bought a Moonbeam—she saw one in their big new show room down the street—and she liked the color."

(Elmer Twerp crosses stage, takes off shoes and puts on bedroom slippers—then starts reading funny paper.)

### Telephone Rings Briskly

CHARLIE CHIPS: "Hello—yes—yes, Mr. Twerp is here—it's for you, Elmer."

ELMER TWERP: "Hello (pause) Oh, yes, Mrs. Sylvester; oh, yes, yes. (pause) I'm sorry, Mrs. Sylvester—I can't come over this morning—no—Mr. Chips is going out—to a wedding—yes, a wedding. Who is getting married? Some cousin of his—the homely one—you know her. (pause) You want to come over—you do? Oh, my—just a minute."

ASIDE TO CHARLIE CHIPS: "She wants to bring her husband down to see

OCTOBER 10, 1941



**Our Complaints Department Buzzes with IN-activity!**

THE man behind the Complaints Desk at Detroit's Book-Cadillac says he hasn't had a thing to do for years! No wonder—when the Book-Cadillac carpets are deep plush underfoot—when the food is a gourmet's delight—when the beds seem pillowed with clouds! For gay moments, visit the Book Casino, the Motor Bar, or the Cafe Cadillac.

**BOOK-CADILLAC Hotel**  
DETROIT  
1200 ROOMS • MINIMUM RATE \$3.30  
W. O. SEELBACH, Managing Director  
W. J. CHITTENDEN, Jr., Resident Mgr.

## The Most CONVENIENT ADDRESS

in *Los Angeles*

• THE BILTMORE HOTEL, most centrally located in the business, financial, shopping and theatre area of Los Angeles, with easy access to Hollywood, the beaches, everything of importance . . . truly acknowledged the most convenient address in Los Angeles.

The rendezvous of world travelers, headquarters for the traveling business man . . . Western America's largest and grandest hotel.

Single Rooms \$4, 5, 6, 7  
Doubles \$6, 7, 8, 9

**Biltmore HOTEL**  
LOS ANGELES

## S U C C E S S for your convention because of all three—

When the three of us get together—you, the sea, and ourselves—your convention is pretty certain to be an

unqualified success. You make the sessions full of interest. We gladly take care of your every need. And the lure of the sea supplies that extra urge that swells your attendance!

Write today for complete information.



**The TRAYMORE**  
ON ATLANTIC CITY'S BOARDWALK  
Kenneth W. Baker, Gen. Mgr.  
Leonard G. Runstrom, Res. Mgr.  
Harold E. Baggs, Sales Mgr.



## HOTEL MARYLAND



Send your salesmen here. We'll keep their expenses down. Good food, comfortable rooms at very reasonable prices. Plenty of parking space. Close to Michigan Avenue and convenient to the loop. Men "on the road" like to stop at the Maryland.

350 Rooms with Bath  
Rates from \$2.50  
Wm. S. Mitchell, Manager  
"On the Gold Coast"  
900 RUSH STREET  
**CHICAGO**  
Interstate Management Corporation



## 505 ROOMS at \$4.00

...all outside with combination tub and shower bath, circulating ice water, full length mirror and four-station radio! Double rooms from \$5.50; suites from \$12. Here you have a maximum assurance of accommodations at the price you want to pay. "New York's Friendly Hotel!"

HOME OF THE  
*Hawaiian Room*



**Hotel  
Lexington**  
500 ROOMS

CHARLES E. ROCHESTER  
Vice-Pres. & Mng. Dir.

LEXINGTON AVE. at 48th ST., NEW YORK

At each Airtemp meeting, Henry Knowlton, sales promotion manager, impersonated "Mrs. Sylvester," to the unlimited delight of his compatriots in the audience. Hardly a "Vogue" get-up, but perfect for the role of the burlesqued sales prospect.



the Airtemp furnace—what'll I tell her?" CHARLIE CHIPS (digging in pile of papers on desk): "We got a little picture here—show her this."

ELMER TWERP (into telephone again): "What did you say, Mrs. Sylvester—you're coming over? All right—I'll be here—good-bye."

ELMER (to Charlie Chips): "Doesn't Airtemp have any books—or any pictures of this stuff?"

CHARLIE CHIPS: "Yeah—and Andy Airtemp is due any day now—we can borrow a couple of pictures from him. Gosh, Elmer, business is rotten—with the war and taxes and everything—I don't know what we're coming to."

ELMER (walks over and resumes funny paper): "I can't get anything done around here—with no furnaces to show—no pictures, and no prospects."

CHIPS: "Say, Elmer, why don't you sell that second hand radio I took in on that vacuum cleaner last Winter?"

ENTER Andy Airtemp—wearing big smile—carrying brief case.

ANDY AIRTEMP (breezy): "Good morning, Mr. Chips—hello, Elmer—how do you find business?"

CHARLIE CHIPS (dejectedly): "We ain't found any—at least not lately."

ELMER TWERP: "They're all buying Moonbeams—down at the new Moonbeam show room. Say, Andy—got a picture of an Airtemp furnace I can borrow?"

ANDY AIRTEMP: "Sure we got pictures, Elmer—but you should have at least one furnace here on the floor. But first I would like to show you all the things Airtemp has to help you make sales—can you look at them now?"

CHARLIE CHIPS: "Go ahead, Andy—but make it snappy; I got to go to a wedding."

Andy then started presentation of "Airtemp's Aids to Sales."

Consumer literature, Airtemp sales training courses on heating and cooling, direct mail campaigns, newspaper

advertisements, bill board designs, radio scripts, window streamers, and show room banners, were all mounted on standard show cards. As Andy Airtemp discussed each phase of the promotion, he handed the individual card to Elmer Twerp, who hung it up on one of two wires which were stretched across the stage.

As the presentation was completed, all of the material appeared on some 20 colorful cards, forming a complete background to the stage, and giving the audience an effective picture of what Airtemp offered the dealer in the way of sales helps.

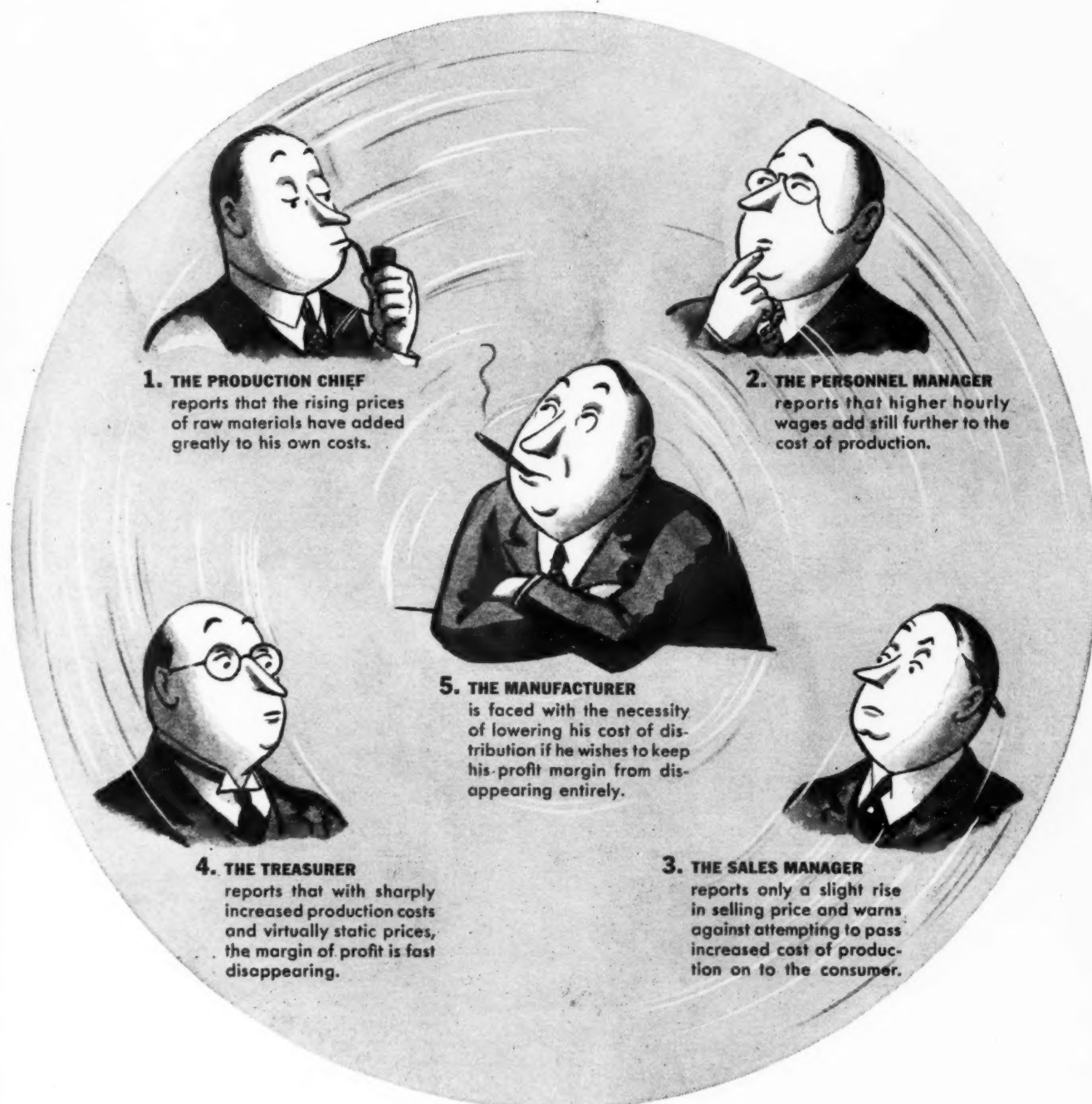
As a climax, Andy Airtemp signed up Charlie Chips for a complete set of literature, direct mail, training courses and display material, and closed an order for one Winter air conditioner for display—purchased on the Airtemp floor plan.

As Andy Airtemp left, "Mrs. Sylvester," a prospect for a furnace, entered the Chips establishment. After some high burlesque, Charlie Chips and Elmer Twerp were unsuccessful in making a sale to "Mrs. Sylvester," because they did not have a display model to show. Charlie Chips and Elmer then decided to get into the business—and on the right basis.

All properties for the skit, including the 20 show cards, dress, hat, and wig, cost less than \$5. Speaking parts were simple enough to be taken by different members of the Airtemp organization on succeeding days, with uniformly effective results.

SALES MANAGEMENT

ARE YOU CAUGHT IN  
*1941's Most "Vicious Circle"?*



Turn the page and find out how 47 well-known manufacturers  
are lowering their cost of distribution



# 22 New Campaigns Start on

## 19 CONTINUE UNDER CURRENT



### WE HAIL:

THESE 22 ADVERTISERS WHO HAVE STARTED NEW CAMPAIGNS ON THE BLUE AFTER A CAREFUL STUDY OF ALL COMPETITION

|   |                                   |
|---|-----------------------------------|
| Bayer Aspirin                                   | "American Melody Hour"            |
| Bendix Aviation Corporation                     | "The Treasury Hour"               |
| Bristol-Myers (Sal Hepatica)                    | Program to be announced           |
| Brown & Williamson Tobacco Corp. (Target)       | "Renfro Valley"                   |
| Canada Dry Ginger Ale, Inc. (Spur)              | "Michael & Kitty"                 |
| Clark Candy                                     | "Service With a Smile"            |
| Mennen Company                                  | "Capt. Flagg & Sgt. Quirt"        |
| Miles Laboratories (Alka-Seltzer)               | "Lum & Abner"                     |
| Pillsbury Flour                                 | "Musical Millwheel"               |
| Pacquins, Inc. (Cosmetics)                      | "Speaking of Glamour"             |
| Pan-American Coffee Bureau                      |                                   |
| Mrs. Roosevelt                                  | "Over our Coffee Cups"            |
| Reynolds Tobacco Co. (Camel)                    | "Penthouse Party"                 |
| Serutan   | "Pearson & Allen"                 |
| Dr. Earl E. Sloan (Liniment)                    | "Gangbusters"                     |
| Standard Brands, Inc. (Fleishmann's Foil Yeast) |                                   |
|   | "I Love a Mystery"                |
| Standard Oil of Indiana                         | "Auction Quiz"                    |
| Time, Inc.                                      | "March of Time"                   |
| Trimount Clothes Company                        |                                   |
|   | "William Hillman—Raymond Clapper" |
| Texas Company                                   | "Metropolitan Opera"              |
| R. L. Watkins (Dr. Lyon's Tooth Powder)         |                                   |
|   | "Monday Merry-Go-Round"           |
| Weekly Publications, Inc. (Newsweek)            |                                   |
|   | "Ahead of the Headlines"          |
| Wheeling Steel Corp.                            | "Wheeling Steelmakers"            |



### WE CHERISH:

THESE 19 CAMPAIGNS CONTINUING UNDER CURRENT CONTRACT AND SHALL BEND EVERY EFFORT TO KEEP THEIR SPONSORS HAPPY ON THE BLUE

|   |                                    |
|---|------------------------------------|
| Anacin Company                            | "Just Plain Bill"                  |
| Anacin Company                            | "Easy Aces"                        |
| American Tobacco Co. (Pacific Coast)      | "Information Please"               |
| Boyle, A. S., Co.                         | "John's Other Wife"                |
| Cal-Aspirin Corp.                         | "Amanda of Honeymoon Hill"         |
| Carter Products                           | "Inner Sanctum Mysteries"          |
| Cummer Products (Energine)                | "Manhattan at Midnight"            |
| Ironized Yeast Co., Inc.                  | "Good Will Hour"                   |
| Jergens, Andrew, Co. (Jergens Lotion)     | "Walter Winchell"                  |
| Jergens, Andrew, Co. (Woodbury Soap)      | "Parker Family"                    |
| Kolynos Company                           | "Mr. Keen, Tracer of Lost Persons" |
| Miles Laboratories (Alka-Seltzer)         | "Quiz Kids"                        |
| Neighbors of Woodcraft                    | "Grandpappy and His Pals"          |
| Phillips, Charles H., Co. (Haley's M-O)   |                                    |
|   | "Amanda of Honeymoon Hill"         |
| Sun Oil Company                           | "Lowell Thomas"                    |
| Swift & Co.                               | "Breakfast Club"                   |
| Watkins, R. L., (Dr. Lyon's Tooth Powder) |                                    |
|   | "Orphans of Divorce"               |
| Williamson Candy Co. (O Henry Bars)       | "Famous Jury Trials"               |
| Wyeth Chemical Co. (Freezone)             | "John's Other Wife"                |

### And here's how the

**STRATEGIC STATION LOCATIONS.** Blue Network stations are located in the "Money Markets" where the buying power is heaviest. The Blue is designed to cover markets, not just areas, to provide sales where selling is most profitable.

**JUDICIOUS USE OF POWER.** The Blue has high power stations only where power is needed. Elsewhere it conserves its power and your budget.

**UNIQUE SYSTEM OF DISCOUNTS.** The famous "Blue Plate" system of discounts

# the Blue Network of NBC

## CONTRACT—6 RENEW

### *Blue lowers your cost of Distribution!*

encourages the use of the entire network. As you expand your list of stations you receive savings up to 20% of your total time cost, thus helping your talent budget.

**MODEST TALENT EXPENDITURES.** Radio's finest sustaining schedules of news, sports and public service features, develops steady listening to the Blue. The result—Blue evening commercial programs have a C.A.B. average of 10—yet *their average talent expenditure is 44% less per quarter hour than their major network competition.*

And this fall's lively new sponsored shows mean *still higher* C.A.B. ratings on the Blue!

• • •

These four factors explain why the Blue Network of NBC costs from 11% to 36% less per thousand listeners—a fact that is being recognized more and more often by thoughtful advertisers today. Why not follow the example of the successful clients listed here, and buy Blue to lower *your* cost of distribution?

NATIONAL BROADCASTING COMPANY

*A Radio Corporation of America Service*



### WE WELCOME:

THESE 6 RENEWALS FROM ADVERTISERS, FOR WE HAVE LONG BELIEVED THAT A RENEWAL IS AS SINCERE A TRIBUTE AS A NEW CONTRACT

Adam Hats "Boxing Bouts"  
Modern Food Process (Scrapple) "Olivio Santoro"  
Modern Food Process (Thrivo Dog Food) "Moylan Sisters"  
Ralston-Purina Co. (Cereals) "Tom Mix Straight Shooters"  
Welch Grape Juice Co. "Dear John"  
Williams, J. B., Co. "True or False"



### WE REGRET:

The contract-expirations of these 10 advertisers and hope that, as in many previous cases, they will return in the future

Axton-Fisher Tobacco Corp.  
American Chic Company  
Clapp, Harold, Inc.  
Colgate-Palmolive-Peet  
Emerson Drug Company  
Lance, Inc.  
Land o' Lakes Creameries  
Lever Bros.  
Pacific Coast Borax  
Pepsi-Cola

Company \_\_\_\_\_  
City \_\_\_\_\_

### DISTRIBUTOR'S SALES MEETING REPORT

To the Distributor's Sales Manager:  
Your reactions to the conduct of your sales meeting by our representative as checked below will be helpful to you, to your salesmen, to your customers, and to us in the up-grading of such meetings. If you will check and mail this report in the attached envelope addressed personally to me as Sales Manager, it will be treated in strictest confidence.

Signed \_\_\_\_\_  
(Manufacturer's Sales Manager)

**Advance Planning:**  
Was date set far enough in advance of meeting to arrange full attendance? Yes ( ) No ( )  
If not, why not?

|  | GOOD | FAIR | POOR |
|--|------|------|------|
| <b>Physical Layout:</b>  |      |      |      |
| Supply of descriptive literature.....                            |      |      |      |
| Arrangement of samples.....                                      |      |      |      |
| Protection of Distributor's Property.....                        |      |      |      |
| <b>Personal Conduct of Manufacturer's Representative:</b>        |      |      |      |
| Time of arrival at meeting.....                                  |      |      |      |
| Personal appearance.....   |      |      |      |
| Absence of drinking or smoking.....                              |      |      |      |
| Posture and dignity.....   |      |      |      |
| Enthusiasm.....  |      |      |      |
| Diction and use of simple language.....                          |      |      |      |
| Absence of "story telling".....                                  |      |      |      |
| Attitude toward Manufacturer's competitors.....                  |      |      |      |
| <b>Quality of Presentation by Manufacturer's Representative:</b> |      |      |      |
| Introduction.....  |      |      |      |
| Company History.....   |      |      |      |
| Sales Policy.....  |      |      |      |
| Protection on inquiries and direct orders.....                   |      |      |      |
| Guarantees.....  |      |      |      |
| Advertising—Trade Journal and Direct Mail.....                   |      |      |      |
| Factory and Field Cooperation.....                               |      |      |      |
| General line manufactured and User Industries.....               |      |      |      |
| <b>Specific Subject of the Meeting:</b>                          |      |      |      |
| Description of Product.....                                      |      |      |      |
| Where used and names of local users.....                         |      |      |      |
| Profit to user-distributor.....                                  |      |      |      |
| Advantages over competition.....                                 |      |      |      |
| Counter-arguments to objections.....                             |      |      |      |
| Demonstrations, if any.....                                      |      |      |      |
| Showmanship.....   |      |      |      |
| <b>General:</b>  |      |      |      |
| Prompt and effective closing.....                                |      |      |      |
| Expression of gratitude.....                                     |      |      |      |
| Offer of sales assistance.....                                   |      |      |      |
| Reactions of Distributor's Salesmen.....                         |      |      |      |

Signed \_\_\_\_\_

If representative rates "Poor" on any count, please comment on reverse side.

## Check List Shows Home Office How Distributors' Meetings Are Run

A CHECK list developed by the American Supply & Machinery Manufacturers' Association, Inc., now makes it possible for the home office to get a succinct, complete report on distributors' sales meetings with particular reference to the job done by the factory representative. The form was developed by a committee of which Roger Tewksbury, president, Oster

Manufacturing Co., Cleveland, was chairman.

According to R. Kennedy Hanson, general manager of the Association, the form grew out of criticisms of the manner in which factory men conducted distributor meetings. It was felt that in some cases the factory representative failed to put over all the points which he should in order to give territorial salesmen definite, adequate

information about products.

To a reader of SALES MANAGEMENT the form tells its own story. It is no surprise then to know that it received praise and prompt acceptance by two national distributor associations.

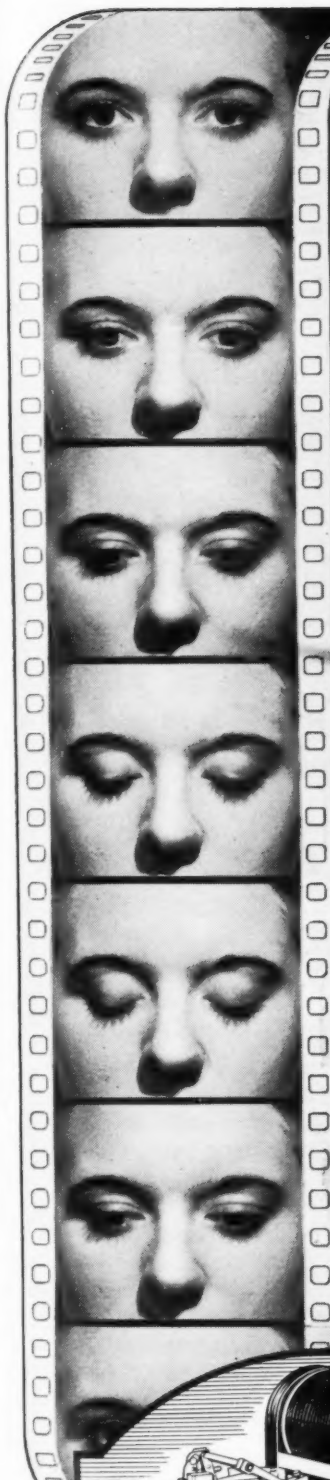
Mr. Tewksbury states that it is the belief of his committee that use of the form will have two main, beneficial results: The factory man will do more and better planning for his distributors' meetings; and distributor salesmen will receive a lesson, first-hand, in preparing themselves for an intelligent, organized, interesting and complete presentation of the product to their customers.



**WHO** for Iowa Plus!  
DES MOINES • 50,000 Watts

Ask your Agency to ask the Colonel!  
**FREE & PETERS, Inc., National Representatives**





# The difference between a "wink" and a "blink" ... AND WHY IT IS IMPORTANT!

A WINK is a premeditated act.

A blink is an involuntary reflex.

As far as we know, nobody has ever made a scientific study of winking.

But science has investigated\* the rate of involuntary blinking—with results that are significant to every sales manager.

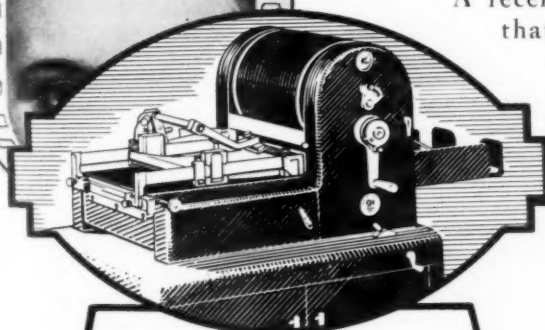
The rate of blinking indicates the strain and effort to which the eyes and the reader are put by the visual task of reading. The higher the blink rate, the greater the effort required—the greater the chances for error, bodily discomfort, and lack of attention to the message you want to put across for your company.

A recent research shows that duplicated copy of standard quality, produced

on the Mimeograph duplicator with Mimeograph brand supplies, was appreciably easier to read than substandard quality. The blink rate for substandard copy was up to 30% greater than that for standard copy, with a corresponding increase in eye strain and effort.

Your sales promotion materials will get better attention and more thorough readership—and there will be less chance for error in the instructions and information you send to your salesmen—when you make the Mimeograph duplicator a member of your department. Telephone the Mimeograph distributor in your community, or write A. B. DICK COMPANY, Chicago, for details on how we can help on these paper work problems.

\*Luckiesh and Moss, *Illuminating Engineering*, Vol. XXXV, No. 1, January, 1940.



## Mimeograph duplicator

MIMEOGRAPH is the trade-mark of A. B. Dick Company, Chicago, registered in the U. S. Patent Office.

**FREE!** See if the duplicated materials now being used by your department come up to accepted visibility standards. Check them against *The Visibility Yardstick*. Send the coupon today for your free copy.

A. B. DICK COMPANY, Dept. M-1141, 720 W. Jackson Blvd., Chicago, Ill.  
Send me a free copy of *The Visibility Yardstick*.

NAME.....TITLE.....

COMPANY.....

STREET.....

CITY.....STATE.....



Advertising, promotion, and sales aids will yield only a fraction of their potential if the men in the field do not bring them to bear on the individual selling situations they meet each day. Calvert found a clever, emphatic way to impress this idea on their salesmen. Read about it in the story below.



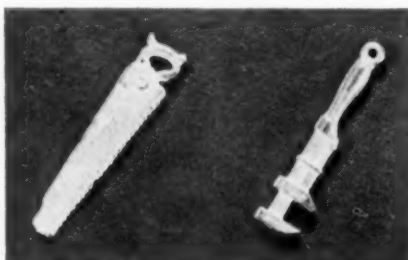
## Calvert Letters Spur Salesmen to Capitalize Sales Tools

**C**ALVERT Distillers Corp., N. Y., spurred its men to extra efforts in July with a series of letters on Calvert "Reserve" brand. Attached to each letter was a miniature tool—a rake, wheelbarrow, hoe, file, etc. Copy combined a play on words with playing up Calvert Reserve whiskey and the general trend toward high quality goods. (Reserve is its premium brand.)

For example, "You've got an ax to grind," said J. A. Gollin, advertising and sales promotion manager, in the letter accompanying an inch-long metal ax. "As a matter of fact, you've got an ax to grind every month in the year. But July is *special*. It's special because for five Julys in a row now, Calvert has successfully promoted the first and only 'personalized' drink in whiskey history. . . .

"Grind home to your licensees the wisdom of offering an enriched American drink it has always wanted—and

The little tools which decorated Calvert's letters to its salesmen were only a trifle larger than the reproduction of saw and monkey wrench below. They did herculean work, nonetheless, in bringing apt simile and metaphor to life . . . in getting close reading and long remembering for what might otherwise have been neglected as "more preaching." In the photograph above are Harold Thomas, Calvert's assistant sales promotion manager, with the hoe; Lou Suritz, New York state division manager, waving the green lantern, and Ed Guttenberg, assistant advertising manager. Behind them, life-sized examples of other tools used with the letters, of which the last in the series is reproduced on this page.



CONCENTRATE ON  
**Calvert RESERVE**  
*Build a Business Beyond Price*

July 30th, 1941

Are you wondering **WHAT** we're trying to do....make a group of good mechanics out of the best bunch of salesmen in the whiskey business?

No, we're trying to **SHOW YOU** why the Calvert Kit is the greatest set of selling tools ever invented in our industry!....Each tool is a tried and **BETTER FACT-FINDER**.

It's an old saying that a **POOR CARPENTER** blames his tools. But a **GOOD** carpenter knows the art of keeping his tools **SHARP** and can use a tool faster and better than others.

In that respect we're talking both to **YOU** and **YOUR CUSTOMERS**. We're reminding **YOU** that your customers must be **SHOWN** how to use our tools or they'll blame both you and the tools.

You've heard some retailers say...."We might as well close shop for the summer!"

**THAT IS WHY** Calvert went to tremendous pains and expense to **FIND A WAY** out of the **SUMMER SLUMP**....to **LIGHT THE WAY** to the bright side of the retail ledger.

We've got the **GUIDING LIGHT** in the profitable Calvert **RESERVE** Whiskey Collins Promotion. And we've got the **SIGNALMAN** in you!

You're the fellow who in the final analysis swings the **LANTERN** for the **ALL** **CLEAR-PRICED** signal.

The gates are still **UP**....there are still precious days and nights to **FLASH YOUR GREEN LIGHT** and **GUIDE** your licensees toward their share of the profits in **RESERVE**.

Get in there....and **SWING IT** to Calvert summer profit tunes.

*J. A. Gollin*  
Advertising and Sales Promotion Manager

Calvert "Reserve" Blended Whiskey: 50-50 Proof—40% Grain Neutral Spirits  
Calvert Distillers Corp., N. Y. C.

now can afford."

A dozen letters in all were sent at two or three-day intervals, each with an attention-getting toy tool. "The enthusiasm aroused by these letters and the sales results of our drive," says Mr. Gollin, "simply demonstrate the pivotal position of the salesman in any such specialized, out-of-the-ordinary promotion. Advertising never pays so well as when it is properly linked with the individual selling effort, through such a novel scheme as these gadget letters. The success of this stunt shows that even top-notch salesmen can be induced to accelerate their efforts, when the proper appeal is made to them."

A tiny wheelbarrow in a cellophane envelope was stapled to the first letter.

"All America is busy turning out an all-time high of quality goods," was the opening phrase. "Easy money is purchasing new and better motor cars, stylish clothing, luxury living. Here's where Calvert Reserve comes into its own!

"Don't let the parade of millions pass you by. Fill up your wheelbarrow with the Calvert sales-making July promotion."

SALES MANAGEMENT



With a midget trowel went the message:

"Ever watch a public official lay a cornerstone? That instrument he uses to spread the mortar is called a trowel.

"Calvert has been spreading Whiskey-Collins mortar for five consecutive Summers—laying a Summer profit foundation which today is a cornerstone all retailers respect.

"We've put up monuments . . . monuments to the idea that the Summer sun doesn't dry up profitable business.

"Fact is, the heat's good for us. Because the hotter it gets, the more appealing, appetizing and cooling the Whiskey Collins becomes.

"That appeal interests the alert licensee. For he *knows* that he can easily get an extra nickel a drink for this thirst-quenching, Summer cooler (that is, he *knows* if you keep on telling him.)

"There is no stronger appeal to your customer than a proved way to make extra profits.

"Spread the good word to your licensees . . . and they'll have only the best words for you."

A rake, watch-charm size, conveyed the thought that "the rake is a Summer clean-up tool. . . . For five years now Calvert, too, has been constantly developing an effective Summer clean-up tool for your customers . . ."

### Money-Making Metaphors

Other phrases accompanying appropriate tools pointed out "The file is for finishing work. In any national promotion . . . there will always be rough spots . . . It's your job to file off and smooth out our national promotions to fit your local needs . . ." "A big hole can be dug with a little shovel. It takes just one thing—effort." "One of the very first tools a mechanic acquires is a screwdriver. He uses it to put things together, to join separate parts into a single unit. The Calvert Whiskey Collins promotion consists of a lot of separate parts . . ."

Next to the last letter carried a square. Text read: "A good carpenter never trusts to luck. His work must be squared up . . . He keeps his work on an even plane by using the square. With it he checks and double checks the accuracy of every cutting and placing operation of his handicraft.

"In the craft of selling, checking and double-checking is no less important . . . Put your square against your efforts and see how your efforts line up with your results."

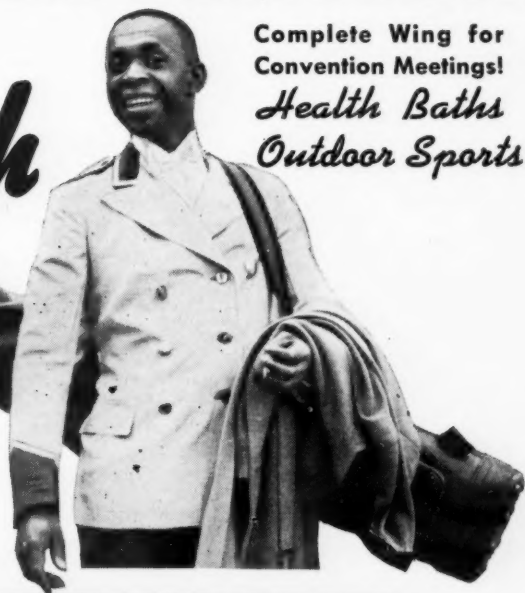
Final letter carried a green lantern. It is reproduced.

Results of the series far outweighed the trifling cost of the little tools and postage.

# A Great Place for a FALL CONVENTION

AT  
**French  
Lick**  
SPRINGS

Complete Wing for  
Convention Meetings!  
*Health Baths*  
*Outdoor Sports*



**America's Foremost Spa  
Offers These Important  
Convention "Extras"!**



*Golf to your heart's content. French Lick is known for its two sporting 18-hole courses. Greens are always kept in perfect shape.*

Your friends will like the restful "country estate" atmosphere of French Lick Springs. Away from city crowds, they'll have the privacy needed for important business meetings, plus healthful mineral baths, famous Pluto Spring Water and the scenic beauty of the Cumberland foothills in fall colors. Golf, horseback riding, skeet and trap shooting and other outdoor sports also add to the attractions that make every French Lick Convention well attended. *Write today for special convention rates!*

**FRENCH LICK SPRINGS Hotel**

**FRENCH LICK  
INDIANA**

T. D. TAGGART, President

• STANLEY B. CAMPBELL, Sales Manager

SERVED BY MONON AND BALTIMORE & OHIO RAILROADS



# Salesmen Push Profit-Makers and Cut Returns Under Eng-Skell Payment Plan

Every man is in business for himself, and the greater skill he demonstrates in territory management, the more he earns. Eng-Skell pays 25% of profits, and levels things out through the year with a drawing account and a territory allowance.

BY FRANK T. PEACH\*

*Vice-President and Sales Manager, Eng-Skell Co.,  
San Francisco*

**W**E have in operation a system of sales compensation (plus its companion sales tabulation method) which completely eliminates the usual problems of expense accounts, which supplies the highest degree of incentive to our men and is most satisfactory to them, which is fair to the company and which has cut down "No-Profit Orders" from a high figure to 2½%. It has also cut credit returns to a maximum of 2%. There are other things to recommend it too, which will appear as the method is described.

To understand our plan it will be necessary to have a background picture of our company, its type of business, method of operation, and the trade called on by our sales organization.

## A Far-flung Organization

Eng-Skell Co. has been in business for 41 years, primarily engaged in the manufacture and distribution of four major lines of products: Soda fountain, ice cream maker, candy maker and bakery supplies. In conjunction with the distribution of our manufactured goods, we handle a complete line of allied jobbing products to include equipment and jobbing staples.

Territory coverage by our direct sales organization includes all of California, Oregon, Nevada, and Arizona, with a supply sales organization of 21 territory men and a heavy equipment sales force of four men. Our head office and manufacturing plant are in San Francisco with distributing branches in Oakland and Los Angeles. While our sales activities extend into states other than those mentioned, this latter coverage is handled exclusively through jobber representation.

\* Facts and figures in this article were first presented in a talk given by Mr. Peach before members of the San Francisco Sales Managers Association.

The system I shall describe pertains strictly to the 25 men covering the territory to which we sell direct, who are taken care of by our direct sales compensation plan. It is not in the experimental stage, but has proved successful, particularly in the satisfaction it brings to the men who do our selling, for it places no limit on the extent to which they may develop their territories.

## Earnings Unlimited

Our men work strictly under a division-of-profits plan of selling, wherein they enjoy, for all practical purposes, an unlimited earning capacity. Their compensation depends entirely on their own efforts in their territories.

All territories are for the most part fully developed as the result of our many years in business and continuous contact with the trade. Each new salesman put into the field has generally been brought up through the ranks of office boy, stock record clerk, junior floor salesman and floor salesman, to the point where his knowledge of our policies and method of doing business plus a complete knowledge of our line, is assured before he engages in direct sales work.

Each man's territory is an exclusive one, with no overlapping permitted by other members of our sales force.

The basis of our compensation plan is payment, to the salesman, of 25% of the gross profits on the business he creates. A monthly drawing account is advanced, and another factor, called a "Territory Allowance," equalizes the differences between territories.

The drawing account is set sufficiently high to include all normal sales expense, cost of living, etc., and each man's earnings must be high enough to offset the drawing account monthly. Drawing accounts range from \$175 a month for a new man to a high of \$400 a month, with the average run-

ning between \$250 and \$300.

Drawing accounts cover expenses that are more or less equal for all territories. The territory allowance, on the other hand, takes care of special expenses. This territorial allowance might be likened to a handicap in golf; it is based primarily upon our close observation of the necessary expenses of covering the territory in question. While the drawing account is paid to the men regularly, by check, the territory allowance is simply credited to their accounts. The territory allowance is generally set at \$75 a month for country salesmen, and from \$35 to \$50 for men in metropolitan areas.

## No "Swindle Sheets"

If, for example, a man has a drawing account of \$200 monthly, and a territorial allowance of \$75, and his share-of-profits earnings amount to \$200, the total amount credited to that man is \$275. At the end of the year, each man draws all he has earned beyond his drawing account, plus what has been credited to him as territorial allowance.

The territorial allowance varies between men, because territories vary. One man may have to drive 3,000 miles a month. He might be credited with \$75. Another, who drives only 1,200 miles, might be credited with a territory allowance of \$35 or \$40.

Thus we do away entirely with both the detail work and the trouble that so often are involved in itemized expense accounts.

A man may draw as much as he wishes, so long as he earns it, but the payments and credits are made as described, in order to fit into our profit-sharing system.

A salesman in our employ is not considered valuable to the company or to himself if the best results he can show are merely to earn commissions sufficient to offset his drawing account. Unless a man can earn an overage in commissions within a reasonable length of time after taking over, facts and figures prove that he is not working his territory to the point where normal sales volume is being secured. The goal of all our territory men is to earn for themselves a sizable "bonus," which results from these accrued commissions over and above the drawing account. In other words, the

# PRIORITIES

## Mean Service—

**I**N the automotive replacement market restrictions in favor of the Defense Program mean an almost complete revamping of sales activities.

But the modern tire station can take the change in stride because SERVICE has always been an important part of its business and diversification has been the practice for years.

The 15,000 Tire and Battery Service Stations receiving TIRES Magazine each month have already swung into the new service-first program **BECAUSE**

- 73% sell gasoline and oil
- 93% have air compressors
- 70% have lubrication service
- 33% have car lifts
- 75% sell and service batteries
- 40% test and reline brakes
- 30% have wheel aligning apparatus
- 30% sell wheels
- 67% sell rims and rim parts
- 80% sell chains
- 75% have treading or vulcanizing shops
- 84% sell automotive accessories.

This means that TIRES Magazine provides a direct contact with service-minded merchandisers who are ripe prospects for the purchase of all forms of Tire and Battery station equipment. Let us tell you more about TIRES Magazine and its advertising value.

## TIRES

420 LEXINGTON AVE.

NEW YORK CITY

|  |       |   |                             |           |       |   |
|--|-------|---|-----------------------------|-----------|-------|---|
| Salesman: Jack Sales   |       |   |                             |           |       |   |
| <div> <div>\$P</div> <div>P</div> <div>M</div> <div>O</div> </div> <div> <div>Sales</div> <div>6,259.08</div> <div>185-2.4</div> <div>31</div> <div>22</div> </div> <div> <div>No Pr.</div> <div>47.32</div> <div>4</div> <div>9</div> <div>4</div> </div> <div> <div>Credits</div> <div>271.82-.6</div> <div>9</div> <div>-</div> <div>-</div> </div> |       |   |                             |           |       |   |
| Date June, 1941  |       |   |                             |           |       |   |
| This Month   |       |   | Year to Date                |           |       |   |
| Sales  | G. P. | % | Department                  | Sales     | G. P. | % |
| 791.25   |       |   | A Ptn. Fixt. & Equipment    | 3,164.68  |       |   |
| 572.96   |       |   | D Elec. & Gas Appliances    | 3,937.76  |       |   |
| 748.07   |       |   | G Glass, Silver, Hardware   | 5,236.49  |       |   |
| 536.53   |       |   | K Paper Goods               | 2,369.71  |       |   |
| 1,013.75   |       |   | S Edibles--Jobbing          | 6,782.50  |       |   |
| 195.11   |       |   | V Cake Ornaments, Cleaners  | 1,660.88  |       |   |
| 2,956.49   |       |   | 2 Fruits & Syrups           | 14,782.46 |       |   |
| 565.16   |       |   | 3 Extracts, Colors          | 3,955.91  |       |   |
| 404.70   |       |   | 4 Bakery Goods              | 3,955.91  |       |   |
|  |       |   | 5                           |           |       |   |
| 471.40   |       |   | 6 Shop                      | 1,885.60  |       |   |
| 224.04   |       |   | 8 Almond Paste, Sliced Nuts | 1,721.18  |       |   |
|  |       |   | 9                           |           |       |   |
| 8,281.46   |       |   | Sub Total                   | 48,021.33 |       |   |
|  |       |   | COCA COLA SALES COUNTRY     |           |       |   |
| 134.00   |       |   | P 1-20 Gals., Inc.          | 1,176.80  |       |   |
|  |       |   | P 10-Gal. Drop Shipment     |           |       |   |
|  |       |   | P Barrels                   |           |       |   |
|  |       |   | P Barrels, Drop Shipment    |           |       |   |
| 8,415.46   |       |   | P Total                     | 49,198.13 |       |   |
|  |       |   | Sub Total                   |           |       |   |
|  |       |   | Interest                    |           |       |   |
|  |       |   | Sales Tax                   |           |       |   |
|  |       |   | Freight                     |           |       |   |
|  |       |   | Grand Total                 |           |       |   |

aim of providing *incentive* is very closely tied in with our method of compensation and, therefore, only a man with genuine ambition to succeed and a will to work, coupled with a thorough understanding of his line, can make good on his job.

The successful salesman in our organization never has to contend with the old salesman's problem of "chicken one month, feathers the next," for after a reasonable period of probation he is permitted to set his own drawing account to meet his own particular requirements, and his goal from that point on is to watch the monthly bonus figure climb to the highest possible point prior to the year's end.

Tabulation of sales, in a line such as ours, consisting of better than 4,000 items, against which commissions are paid on individual items sold, requires, of course, the use of a statistical department trained in the tabulation of sales figures, cost figures and the resultant remaining gross profit. All three of these are carefully tabulated by a breakdown of items by code, and the information thereby gained is not only common knowledge of our salesmen, but the fact is, this information is of extreme interest to the man on the territory.

## How Eng-Skell Uses Its Sales Control Form

Key to the Eng-Skell compensation plan is the control form above. One is made up for each salesman for each month. The codes at the top of the page refer to:

\$P: Dollar volume of personal profitable sales written by the salesman for the month analyzed.

P: Number of personal profitable orders. The percentage figure 2.4 is the percentage of personal no profit orders to total personal profitable orders as written by the salesman. In other words, 2.4% of the personal orders he wrote were classified as "N. P." (no profit) orders. The company tries to limit each man's maximum in this classification to 2½%.

M: Number of mail orders.

O: Number of office orders which result from customer calls at the show room.

The percentage figure .6, which appears in the first column shows that the ratio of dollar volume of credit returns to total gross sales was six-tenths of one per cent. Here the company attempts to establish a maximum of 2%; thus the figure .6% would indicate a fine control over the credit return problem for this salesman for this particular month.

Says Mr. Peach: "The small dollar volume of Coca-Cola sales are those of a country salesman, for the policy of this particular factory is to establish direct local jobbers throughout all principal cities and hence it is not practical for a country sales representative to sell Coca-Cola out of San Francisco stock."

The form shown is only partially filled out—naturally when it is complete, it not only gives a clear picture of the performance of any man for any month, but it immediately suggests to the sales manager what type of supervision the salesman in question seems to need the most at the moment.



For a complete understanding of our method of code breakdown, please refer to the chart reproduced above, which is a replica of our sales recapitu-

lation and breakdown of items sold. This chart may well be considered the key to our entire method of sales compensation, and from it, figures are



gained on a monthly basis which determine the degree of success or failure of our salesmen, while at the same time these figures quickly point out to the sales manager the particular weaknesses of the man whose sales figures are involved in the tabulation.

The original figures from which the chart is taken include the heading "GP" (or Gross Profit), as well as percentage of profit. For obvious reasons this column is omitted. However, I have no objection to stating that our general rates of profit run from a low of 10% to a high of 33 1/3%. To simplify the figures shown, we have also omitted the accumulated gross profit figures for the year to date.

In addition to furnishing our salesmen with total gross sales figures, a further step is taken to show the figure of "Personal Dollar Volume Sales," which is directly tied in to the number of "Personal Profitable Orders" written, and further reference is made to both mail and office orders which, by the way, are also automatically credited to the territory salesman, providing these mail and office orders are received from accounts in the territory regularly visited by our sales representatives.

#### Less Than \$5 — "N.P."

The figure of Personal Profitable Orders referred to has a companion item added, known as "Personal N.P. Orders,"—or "no profit" orders as written by the salesman. Several years ago, it was determined that an order in a line such as ours, if it ran below a \$5 minimum, would be, when all factors were taken into consideration, an unprofitable order to write, and such orders then are classified as N.P., or "No Profit" orders.

The factors of handling, shipping expense, bookkeeping expense, etc.,

were all carefully explained to our men and a full agreement was reached by all members of our sales organization that unless an order did total \$5 or better, it should be considered unprofitable, not only from the standpoint of the house, but from the standpoint of the salesman who is forced to accept such an order from his customer. An order running under \$5, were it to carry as high as 50% profit, would still be deemed unprofitable from the standpoint of the salesman and the time required to write such an order.

#### Profitless Sales, Returns Dip

On this "No Profit" plan, a very interesting fact emerged. Before it was instituted, in the ordinary course of a month's business the percentage of "No Profit" orders to "Personal Profit Sales" was sometimes running as high as 17% in some territories, and an overall average of 9% was not uncommon. Today our goal is to run less than 2 1/2% of Personal N.P. Orders to total Personal Profitable Orders, and, through the efforts of each salesman, we have, for a period of the last two years, held our average to 2 1/2% or below, the result being that the dollar volume of the Personal Order has increased and, along with it, the gross monthly sales volume of each man.

Credit memorandums covering returned goods are also a determining factor as to how successful our sales representative is. Goods sold, only to be returned later, were not, of course, sold properly in the first place. Credits are charged directly against the salesman in the ratio of gross profits originally earned on the sale in the first place. Careful checking from month to month has resulted in our holding our credit returns to a maximum of 2%, which we feel is a real achievement, at least for our particular type of business.

The tabulated breakdowns which run from the top to the bottom of the chart apply to manufactured products where numbers are used, and to jobbing items where an alphabetical code is used. All items in our line, whether jobbing or manufactured, are, therefore, coded, and when sold find their way into these various code tabulations as sales, gross profit and gross rate of profit. A comparison from month to month, as well as year to year, not only is extremely helpful to determine how successfully the salesman is carrying on his duties, but the parallel of comparison between salesmen and their respective sales figures is made possible.

Naturally, territory tabulation comparisons are not used where territories differ widely, for this would be unfair to both men whose figures were being compared; however, in our organization, as in most other sales organizations, two or more territories may run quite parallel to one another and these figures, then, can be used for comparison with telling effect to prove the points being made by the sales manager.

#### Letter Amplifies Chart

The breakdown of figures illustrated in the chart is, of course, further explained in greater detail through a monthly sales letter sent to each man, which usually is released within ten days following the close of the month.

I do not pretend that our system is perfect to the point where no problems arise. Problems are many, but these are details that, as they arise, are generally successfully overcome to the point where it is felt by my associates and myself that our sales compensation plan is a sound one, at least in our own line of business. It is possible that some points may be gleaned capable of application to other fields of industry.

## FIRST IN E. B. I.

WDRC's Primary Market is Connecticut's Major Market — and Connecticut still leads the country in Effective Buying Income. You can't afford to miss your sales opportunity in this market — and on this station.

THE ADVERTISING TEST STATION IN  
THE ADVERTISING TEST CITY  
BASIC CBS, HARTFORD

# WDRC

CONNECTICUT'S PIONEER BROADCASTER

# Auto Travel Costs Rise— So What to Do About It?

In spite of ups in car prices, gas, oil, tires and labor, good management retards the trend with better detailed reports, group garaging, close study of allowances, re-routing to save fuel and other economies.

**U**P goes the cost of operating salesmen's cars. Nothing can stop it when the price of new small cars rises \$100 to \$150 for 1942; when gasoline advances as it has already done during the last half of 1941 (an average of 3.4 cents a gallon in eight states East and West); when repairs and maintenance charges increase with rising labor and material costs.

Nobody can stop it; but what can be done to hold this increase to a minimum?

As outlined in succeeding pages, careful record keeping to cover every known item of cost always pays any company; automobile allowances to salesmen made on a scientific basis instead of by guess-and-go is another money saver; garaging and maintenance by contract in strategically located public shops, backed up by continual company inspection, is a great aid in operating fleets not too widely scattered; timing the replacement of cars to avoid unnecessary maintenance is definitely economical.

## Eyes on Future Shortages

A company with several hundred driver-salesmen last Spring turned in every car on which mileage exceeded 35,000 miles, regardless of each car's condition. This puts the company in good shape until about the middle of 1942 when it will decide whether to repair or turn in cars for their then current replacement value. Another extensive operator who used to turn in cars at a two-year age, this year retired every one that had covered 25,000 miles. Thus most of the company's 1,000 or more salesmen's automobiles are now not more than one year old.

Operating records in most cases show noticeable cost increases already. A company which operated a nationwide fleet of 202 cars 3,010,000 miles in 1939 at .0308 cents a mile, depreciation included, ran 237 cars 3,315,600 miles in 1940 at .0323 cents. This year the cost-per-mile has risen slightly but the company "does not anticipate a 1941 increase of more than a minute

fraction of a cent" in spite of higher costs of gasoline and tires.

Another fleet covers the country with 1,137 cars, mostly coupes. Its 1940 mileage totaled 21,865,000 miles averaging 18,600 miles a car. In this case good management maintained a downward curve of per-mile operating costs well into 1941, "but last-quarter 1941 costs will probably raise it above 1940." Costs for this fleet dropped from .0374 cents in 1938 to .0372 in 1939 and .0349 in 1940 (See "Fig. 1—1940 Operating Cost, Per Mile, for 1,137 Cars"). In the first quarter of 1941 this figure went on down to .0343 cents. Now it is rising.

Of course it is futile to make exact comparisons between these two fleets—or any two fleets—where there are differing cost policies and differing operating conditions. The point is:

## Increased Costs Call for Close Check on Automobile Allowances

**I**T is costing more to operate salesmen's cars generally, throughout the United States and Canada, than it did a few months ago. To determine what is happening, one needs only to turn to the findings of Runzheimer & Co., cost research engineers, of Chicago, originators of the Runzheimer day-mile rate plan for the scientific control of auto costs. Several hundred operators of salesmen-owned fleets now use this plan for cost control.

The purpose of the Runzheimer organization is to supply a service to its clients which, using a scale that is corrected from time to time, will result in giving the salesmen an allowance which is right, yet liberal, without overpaying them. It sent out a bulletin to users of the service on June 7 recommending increases in total miles of operation as follows:

The six New England states—add .15¢ per mile to present allowances.

Minnesota, Wisconsin, Michigan, New York, Pennsylvania, New Jersey,

Operating costs are rising; but *slowly* where management is good.

A SALES MANAGEMENT check of many fleet-operating manufacturers showed that no company today can definitely fix its 1942 policy on car replacement until it "gets there" and can balance next year's higher purchase prices and trade-in values against maintenance costs. However any company can try to get the best possible service out of its cars.

General Foods for example asked its salesmen who drive 300 cars in eastern seaboard states to cooperate to save gas in a bulletin which said:

"See that carburetors are adjusted to give the most economical mixture of fuel and air.

"Increase engine efficiency by tuning up the motor and keeping spark plugs cleaned and gaps properly adjusted.

"Drive at reasonable speeds.

"Use gradual instead of 'jack rabbit' starting.

"Avoid over-use of choke.

"Avoid unnecessary use of first and second gears.

"Cut out wasteful idling.

"See that tires are properly inflated, and be sure that lubrication is taken care of at designated intervals."

Also General Foods recently conducted a "combing" of salesmen's routes in all districts. This route analysis resulted in the development of trip lists for salesmen embodying the most economic coverage of all territories. Through this system all useless and non-essential driving is avoided.

Delaware, Maryland, West Virginia, Virginia, North Carolina, South Carolina, Georgia, Florida and the District of Columbia—add .10¢ per mile.

A second bulletin, as of August 7, recommended increases as follows:

Kansas—an increase of .10¢ per mile.

Oklahoma—an increase of .20¢ per mile.

The increase in Oklahoma was to compensate for a 3.0 cents per gallon advance in the price of gasoline; in Kansas for an increase of 1.5 cents per gallon. The recommendations for the other states covered proportional advances in gas costs. A breakdown of some typical gasoline costs in various states gives comparable cost figures as follows:

| State               | Oct. 1, 1940 | Aug. 1, 1941 |
|---------------------|--------------|--------------|
| Maine .....         | 14.5¢        | 19.3¢        |
| New Hampshire ...   | 17.4         | 20.4         |
| Vermont .....       | 17.0         | 19.8         |
| Massachusetts ..... | 14.4         | 17.3         |
| Rhode Island .....  | 14.7         | 17.8         |
| Connecticut .....   | 14.1         | 17.9         |
| Oklahoma .....      | 15.7         | 19.2         |

SALES MANAGEMENT



# Fig. 1—1940 Operating Cost per Mile for 1,137 Salesmen's Cars

| DISTRICT       | Gas   | Oil   | Mech. Repairs | Body Repairs | T. & T. Repairs | New T. & T. | Washing | Misc. 1* | Misc. 2* | Lub.  | Garage | Park. | Dep.-ins.† | Total |
|----------------|-------|-------|---------------|--------------|-----------------|-------------|---------|----------|----------|-------|--------|-------|------------|-------|
| Boston         | .0113 | .0014 | .0021         | .0012        | .0002           | .0020       | .0007   | .0014    | .0004    | .0007 | .0055  | .0006 | .0113      | .0388 |
| New York       | .0124 | .0009 | .0018         | .0013        | .0002           | .0016       | .0009   | .0025    | .0009    | .0006 | .0114  | .0002 | .0178      | .0525 |
| Syracuse       | .0116 | .0010 | .0015         | .0003        | .0002           | .0012       | .0006   | .0025    | .0004    | .0005 | .0041  | .0006 | .0124      | .0369 |
| Pittsburgh     | .0126 | .0012 | .0026         | .0004        | .0002           | .0023       | .0007   | .0018    | .0005    | .0006 | .0042  | .0006 | .0108      | .0385 |
| Philadelphia   | .0110 | .0010 | .0019         | .0006        | .0002           | .0016       | .0009   | .0017    | .0004    | .0007 | .0040  | .0004 | .0088      | .0332 |
| Battle Creek   | .0109 | .0011 | .0013         | .0011        | .0001           | .0011       | .0007   | .0011    | .0011    | .0007 | .0032  | .0003 | .0091      | .0318 |
| Atlanta        | .0143 | .0016 | .0022         | .0006        | .0002           | .0031       | .0009   | .0009    | .0001    | .0008 | .0021  | .0003 | .0098      | .0369 |
| Memphis        | .0143 | .0012 | .0022         | .0006        | .0003           | .0030       | .0005   | .0012    | .0005    | .0006 | .0006  | ..... | .0087      | .0337 |
| Jacksonville   | .0129 | .0011 | .0014         | .0001        | .0001           | .0022       | .0006   | .0010    | .0002    | .0006 | .0020  | .0002 | .0093      | .0317 |
| Richmond       | .0136 | .0011 | .0019         | .0003        | .0002           | .0021       | .0008   | .0010    | .0004    | .0007 | .0020  | .0001 | .0105      | .0347 |
| New Orleans    | .0137 | .0011 | .0024         | .0004        | .0003           | .0023       | .0005   | .0008    | .0004    | .0006 | .0002  | ..... | .0102      | .0329 |
| Oklahoma City  | .0097 | .0012 | .0020         | .0006        | .0003           | .0020       | .0004   | .0012    | .0003    | .0005 | .0022  | ..... | .0096      | .0300 |
| Dallas         | .0110 | .0010 | .0011         | .0004        | .0002           | .0013       | .0005   | .0012    | .0002    | .0005 | .0024  | .0003 | .0074      | .0275 |
| Cincinnati     | .0122 | .0012 | .0017         | .0005        | .0002           | .0020       | .0007   | .0012    | .0009    | .0005 | .0028  | .0002 | .0087      | .0328 |
| Chicago        | .0124 | .0012 | .0021         | .0009        | .0002           | .0017       | .0009   | .0017    | .0006    | .0007 | .0037  | .0001 | .0103      | .0365 |
| St. Louis      | .0018 | .0014 | .0023         | .0006        | .0002           | .0020       | .0007   | .0014    | .0006    | .0007 | .0030  | .0002 | .0082      | .0331 |
| Minneapolis    | .0132 | .0013 | .0019         | .0008        | .0002           | .0018       | .0006   | .0012    | .0004    | .0007 | .0022  | .0002 | .0074      | .0319 |
| Omaha          | .0117 | .0012 | .0019         | .0005        | .0003           | .0003       | .0022   | .0007    | .0003    | .0006 | .0024  | .0002 | .0078      | .0315 |
| Kansas City    | .0107 | .0011 | .0013         | .0006        | .0003           | .0025       | .0007   | .0017    | .0007    | .0007 | .0017  | .0002 | .0103      | .0325 |
| Butte          | .0142 | .0014 | .0012         | .0002        | .0001           | .0018       | .0007   | .0007    | .0008    | .0009 | .0027  | ..... | .0068      | .0315 |
| Denver         | .0120 | .0015 | .0014         | .0003        | .0002           | .0017       | .0007   | .0020    | .0008    | .0008 | .0032  | ..... | .0044      | .0290 |
| El Paso        | .0135 | .0014 | .0027         | .0010        | .0002           | .0022       | .0007   | .0009    | .0004    | .0008 | .0019  | ..... | .0096      | .0353 |
| Seattle        | .0141 | .0012 | .0016         | .0007        | .0002           | .0019       | .0006   | .0012    | .0006    | .0008 | .0045  | .0007 | .0087      | .0368 |
| San Francisco  | .0123 | .0011 | .0024         | .0002        | .0002           | .0016       | .0007   | .0009    | .0012    | .0006 | .0048  | .0005 | .0123      | .0388 |
| Los Angeles    | .0121 | .0012 | .0017         | .0003        | .0001           | .0018       | .0007   | .0009    | .0011    | .0009 | .0032  | .0002 | .0130      | .0372 |
| Salt Lake City | .0149 | .0011 | .0012         | .0002        | .0002           | .0023       | .0006   | .0009    | .0003    | .0007 | .0033  | ..... | .0118      | .0375 |
| Portland       | .0138 | .0014 | .0015         | .0007        | .0002           | .0023       | .0008   | .0010    | .0004    | .0007 | .0028  | .0003 | .0090      | .0349 |
| NATIONAL       | .0123 | .0012 | .0019         | .0006        | .0002           | .0019       | .0007   | .0014    | .0006    | .0007 | .0033  | .0002 | .0099      | .0349 |

\*"Miscellaneous 1" means chains, heaters, etc., supplied only to certain districts. "Miscellaneous 2" means batteries, special appliances and other equipment standard for cars in ALL districts.

†This company credits "Depreciation" with 30 percent of each car's disposal value. Because a few districts in 1940 had specially favorable trade-in arrangements, "Depreciation" in those districts appeared abnormally low.

"Garaging" and "Parking" vary widely between districts not only because prices vary, but because of differing weather conditions and the fact that, in some sections, overnight parking is permissible in the streets.

This fleet, made up almost entirely of coupes, covered all 48 states. These cars averaged 18,600 miles. Automobile accounting as detailed as this leads to low-cost operation.

In the Canadian provinces (imperial gallon):

|                  |      |      |
|------------------|------|------|
| Toronto          | 28.5 | 31.5 |
| Quebec           | 28.0 | 31.0 |
| Nova Scotia      | 28.5 | 32.5 |
| Manitoba         | 31.5 | 34.5 |
| British Columbia | 27.0 | 29.0 |
| Saskatchewan     | 29.0 | 32.0 |

Taxes on gasoline in the United States now include 1.5 cents per gallon Federal tax plus state taxes, and in some instances also county, city and parish taxes. The highest gasoline taxes are found in Tennessee and Florida where they are 8.5 cents per gallon; the lowest, in the District of Columbia, 3.5 cents. In some cases the gasoline tax totals more than the original cost of the product at the refineries.

Tires have been increased somewhat in price, and other advances would be no surprise under war conditions, but increased mileages so far have offset the costs so there has been, to date, no increase in tire allowances by Runzheimer clients. If new car costs go up \$150, as is predicted at this writing, then the depreciation to be allowed on

the salesman-owned car, according to the Runzheimer figures, should be increased from \$30 to \$50 a year.

It was estimated in 1940 that the then cost of pouring the hundreds of thousands of manufacturers' and wholesalers' salesmen's cars over the roads of the nation totaled approximately \$288,000,000. Of this, it was indicated, \$116,000,000 was for company owned fleets; \$172,000,000 for cars owned by salesmen. Usually where salesmen own the cars, the employing company compensates them for their use on a mileage or per diem basis.

What the figures would be on business automobile costs if all salesmen, all service men, inspectors, executives and other assorted types of drivers-on-business were included in the above estimates is something to stagger the imagination.

When it comes to reimbursing the salesmen for their road costs there is naturally a wide divergence of opinion with the boss on one end of the teeter-

totter and the man on the other. The problems have resulted in no end of bickerings and disaffection. Men have quit and men have been fired because of those battles.

Employers, automobile manufacturers, trade papers and, presumably, the salesmen themselves have all made honest efforts to arrive at some equitable basis over a period of many years. On the other hand, there have been abuses on both the side of the salesman and the side of the employer. One of the commonest complaints of the employer has been that, if the allowance is too great per mile, and the salesman sees a profit in every mile driven, he may be tempted to run up needless mileage to cash in on his car.

And salesmen can't sell while they're driving.

Tightening up on the allowance, if the salesman is ordinarily intelligent, will make him more careful of needless mileage and so will mean more actual selling time. Thus the canny employer sees more than the actual



Fig. 2—Salesman's Weekly Automobile Report Form

(See Fig. 1)

| DAY  | MILES DRIVEN |       |       | GASOLINE (9) |      | OIL (10) |             | (11)<br>GARAGE INCL.<br>PARKING | DAY | (12)<br>ADDITIONAL AUTO EXPENSE<br>DURING WEEK |                    |
|------|--------------|-------|-------|--------------|------|----------|-------------|---------------------------------|-----|--|--------------------|
|      | OD.          | PERG. | SALE. | AMOUNT       | QTS. | AMOUNT   | LUBRICATION |                                 |     | REPAIRS<br>(EXPLAIN ON<br>REVERSE SIDE)        | MECHANICAL<br>BODY |
| S    |              |       |       |              |      |          |             |                                 |     |  |                    |
| M    |              |       |       |              |      |          |             |                                 |     |  |                    |
| T    |              |       |       |              |      |          |             |                                 |     |  |                    |
| W    |              |       |       |              |      |          |             |                                 |     |  |                    |
| T    |              |       |       |              |      |          |             |                                 |     |  |                    |
| F    |              |       |       |              |      |          |             |                                 |     |  |                    |
| S    |              |       |       |              |      |          |             |                                 |     |  |                    |
| TOT. |              |       |       |              |      |          |             |                                 |     |  |                    |

HAVE YOU USED COMPANY CAR FOR PERSONAL BUSINESS? YES \_\_\_\_\_ NO \_\_\_\_\_

SPEEDOMETER READING FOR WEEK { END \_\_\_\_\_ PERSONAL MILES AT \_\_\_\_\_ (13)  
START \_\_\_\_\_  
MILES DRIVEN \_\_\_\_\_ SALESMAN'S SIGNATURE \_\_\_\_\_

(FOR DISTRICT OFFICE USE) PAID BY CHECK NO. \_\_\_\_\_ DATED \_\_\_\_\_ SIGNED BY \_\_\_\_\_

This form—part of a sheet covering total travel expenses—supplies all the data, except "Depreciation," from which the annual totals for the fleet of 1,137 cars was compiled. It is checked first at the district office. Note that salesmen report "Personal Miles" for which company cars are used. For this the salesman pays the company five cents a mile, deductible from his total weekly refund for car operation.

cost-per-mile in the picture. He can see no profit in paying a salesman to waste his time.

No well ordered business house wants to chisel on the just expenses of its salesmen. On the other hand, salesmen should not try to chisel on the company, though those who try, and do, are not rare. The thing to do, taking all factors into consideration, is to hit the costs as near on the head as

possible. How close can experienced cost engineers come to that?

Well, R. E. Runzheimer got a letter not long ago from a client down in the North Carolina tobacco country. He explained that one of his salesmen had kept a cent-by-cent record of all his automobile costs of every sort, even to depreciation and trade in, and then challenged:

"You've been allowing him \$6 per year too much."

Mr. Runzheimer replied saying that was coming closer to the point of the chin than he intended. It was cutting it altogether too fine.

"We plan to figure the exact costs as near as possible," he wrote, "and then allow a 'cushion' of from \$15 to \$25 in favor of the salesman. Some of our clients prefer a cushion up to \$50."

The cushion might be described as a margin allowed over the presumed actual normal expense of the car. To arrive at the actual normal expense a considerable number of factors are taken into consideration. Among these are:

Class of territory—Whether country or metropolitan driving; the roads to be traversed, ranging from mountain country to level concrete slab; in the

These two expense breakdowns for the same car show how costs rose in 12 months from June, 1940, (left) to June, 1941 (right) and why both fixed and per-mile allowances had to be raised—no more and no less. Such schedules by Runzheimer for every salesman's car help salesmen see the point. Men know they are getting a square deal. Arguments are few and the companies pay minimum fair operating costs.

#### Master Schedule of Automobile Standard Allowances

Blank Manufacturing Co.

Car Number 4

June 1, 1940

Name ..... Robert Blakely  
Territory ..... Metro New York  
Home City ..... Brooklyn, N. Y.  
Car driven ..... Ply '40-DeL-trg-sd  
Standards based on... Ply '40-RdKing-cpe  
Anticipated annual mileage ..... 15,000

Class of territory..... Ab  
Standard miles per gal.. 14.5  
Normal gas price..... 18.0¢  
Gasoline & oil—per mile 1.35¢  
Maintenance—per mile.. .45  
Tires—per mile ..... .25  
F. & T. insurance—  
annual ..... \$13.20  
P. D. & P. L. insur-  
ance—annual .....  
License—annual ..... 14.50  
Depreciation—annual ... 175.00  
Total annual fixed costs. 202.70  
Fixed allowance monthly 16.89  
Total per mile allowance 2.05¢  
Depreciation adjustment  
per M miles (in excess  
of 18,000 annually) ... 4.40

north, how many months of Winter travel, etc.

Standard miles per gallon—Adjusted as to the model of car and engine; expected weather conditions or other known factors.

Normal gas price—This varies widely in different sections owing to the length of the haul or method of transportation from the refineries and the widely divergent range of gasoline taxes.

Gasoline and oil, per mile—Affected by the above.

Maintenance per mile—Based on known experience with similar car models.

Tires, per mile—Figured on original cost and expected mileage under the road conditions the car will face.

Insurance—F. & T., P.D. & P.L., annual.

License—Annual.

Depreciation—Annual, based on cost of the model driven and its make.

Total annual fixed costs—Broken down into monthly fixed allowance.

All these equal the answer arrived at in fixing the total per mile allowance. The mileage allowance is based on a predetermined expected mileage for the year. If the mileage exceeds that, a readjustment is made at the end of the year.

Constant study of fleet costs, checking against a wide variety of territories and terrains, driving conditions, makes and models of cars, enables an experi-

#### Master Schedule of Automobile Standard Allowances

Blank Manufacturing Co.

Car Number 4

June 7, 1941

Name ..... Robert Blakely  
Territory ..... Metro New York  
Home City ..... Brooklyn, N. Y.  
Car driven ..... Ply '40-DeL-trg-sd  
Standards based on... Ply '40-St'd-cpe  
Anticipated annual mileage ..... 15,000

Class of territory..... Ab  
Standard miles per gal.. 15.0  
Normal gas price..... 19.5¢  
Gasoline & oil—per mile 1.40¢  
Maintenance—per mile.. .45  
Tires—per mile ..... .25  
F. & T. insurance—  
annual ..... \$16.00  
P. D. & P. L. insur-  
ance—annual .....  
License—annual ..... 15.50  
Depreciation—annual ... 184.00  
Total annual fixed costs. 215.50  
Fixed allowance monthly 17.96  
Total per mile allowance 2.10¢  
Depreciation adjustment  
per M mile (in excess  
of 18,000 annually) ... 4.40

enced automobile cost accountant to put his bullet a great deal closer to the bull's eye than can be done by the guess-and-go method. It's far more scientific than any flat-rate allowance could be.

Usually in adjusting a flat rate upward or downward the allowance moves at the speed of a half-cent or a cent a mile. This may mean upping the cost of operating a car \$100 a year or lowering it that much. Such adjustments, Mr. Runzheimer points out, are seldom justified. He figures rate adjustments in tenths of a cent a mile.

Ordinarily a management dislikes to adjust rates oftener than once a year. In normal times yearly adjustments may do very well without infringing on the rights of either party concerned. But the present times are not normal and sudden shocks may occur. That is the reason Runzheimer & Co. is now following the unusual course of issuing bulletins to its clients suggesting readjustments as the situation warrants.

"What will we have to give our men to keep them satisfied? To be fair with them? And what's going to happen to costs?"

These questions are being asked today by jittery accountants who never worried much about them before. Much, of course, depends on whether the employer company desires to hit the nail on the head or whether it intends to compensate the salesman on a basis that will leave him with a profit on his mileage.

The average overpayment in a fleet of individually owned cars operating on a four-cent-a-mile flat rate, Mr. Runzheimer contends, will come out somewhere around \$125 per year per car. If such an overpayment is intended he has no quarrel with any operator. But who wants to overpay by such a margin as that in days when selling costs are watched so closely as they are now?

The objective of most companies today is to make sure salesmen completely cover their territories at the right automobile cost. Scientific study of the subject can produce such a figure for every man's car.

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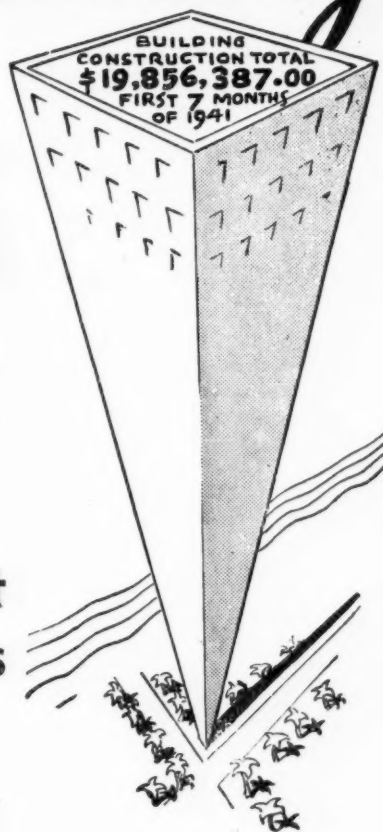
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MIAMI—"A National Market"

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**The Miami Herald**

Story, Brooks & Finley, National Representatives

# Six Ways to Tease Prospects into Reading Your Sales Literature

These simple ideas will save many a sales message from taking the bee-line to the nearest waste basket.

BY EDWARD J. HEGARTY  
*Director of Sales Application, Merchandising Division,  
Westinghouse Electric & Manufacturing Co.,  
Mansfield, Ohio*

**M**OST sales literature describing products or services is handed to people who drop into the store or to prospects on whom the salesmen call. Handing out a piece of literature is about the simplest way of using it. The salesman hands it, the prospect takes it, and that's all there is to it. Yet there are certain things you can have your men do in handing out that piece of literature which will help get over the sales message.

Here are a few of them:

1. *Point Out Something in the Circular:* When the salesman gives a circular to a prospect, have him call

the latter's attention to something in the piece. This may be a photograph, an illustration or a particularly strong paragraph of reading matter. Have him say something like "I want you to be sure to read this paragraph on page four." Such a request calls the prospect's attention to a specific point and increases the chance that the booklet will be read.

2. *Write a Message on the Piece:* The other night, in opening a package, I saw a piece of literature drop out. As it fluttered to the table I noted that a message had been written on it in long hand. I picked it up to see what the message was.

Without that writing, the chances are that the piece of literature would have been thrown in the waste basket with the wrappings.

The circular wrapped in packages is usually a very simple piece. But even that simple piece can be made more effective when a message is scribbled on it.

One common method of marking literature on electrical products is to give the cost of operation. If a piece of literature says, "It costs as much to run as a reading lamp," that can be made specific if the dealer will simply write on a circular, "In this neighborhood, about two cents a day."

The piece of literature which is handed out to a prospect can also be marked. When a salesman hands the prospect a booklet on the product, he can say, "I want you to notice this photograph on page six." Then he opens the booklet and marks the matter.

It makes little difference what part of the book is marked, as long as he marks some of it; because the marking adds to its importance and increases his chance of getting that particular part of the booklet read.

3. *Give Only One Piece:* Not long ago I went into a music store to inquire about a certain type of record-changer. When I came out of the store I had eight pieces of literature. That was all wrong; for there was very little chance that I'd ever read those eight pieces. Too often that happens. If a man is given one piece of literature, he may read it. If he is given more than one piece you cut your chance that he will read any. Remember, people don't like to work and if the salesman gives a prospect so much to read that the reading begins to look like work, he will not want to wade through your sales story. Instruct salesmen to select the best piece that they have on the product and hand that one out.

If you feel that the prospect should have other information, have the salesman get his name and send it to him later. That way he might read the first piece and mailing the second will give the salesman another contact. By giving one booklet, it is made to appear more valuable. If it is an expensive booklet, have it placed in an envelope.

4. *Hold Back the Circular:* There come times when it's good business not to give out any literature at all. If a stranger steps into the showroom to ask for a circular on a product the salesman may not want to give it to him unless he knows his name. He can get his name by saying, "I haven't

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a booklet on that now, but I expect them in tomorrow. If you will give me your name, I'll mail you one."

A stronger who walks out with a piece of literature leaves no trail behind him. He may be a good prospect, but if the salesman doesn't have his name, he is no prospect at all. Consequently, *not* having literature to hand out may get the salesman that all-important name and address.

5. *Place the Literature:* The purpose of placing literature is to get it read in advance of a salesman's call. Let's say that the product is one that sells in the better homes. The dealer selects ten of those homes and has a circular delivered to each. The salesman says as he leaves the piece, "Mr. Dealer asked me to leave this piece for Mrs. Doe. I will be back tomorrow to see her about it." That's all he does on his first call—just leaves the booklet or circular.

If the maid asks, "What's it about?" the salesman replies, "I'll be back to explain it all tomorrow." Literature can also be placed in business offices. The salesman greets the receptionist and asks for Mr. Doe. The receptionist asks, "Do you want to see him?"

The salesman replies, "No, I simply want to leave this piece of literature for him. I will be back tomorrow to talk to him about it."

The salesman can go a step further and mark the piece of literature he leaves for Mr. Doe. He may say, "I want him to read this particular paragraph. Will you tell him, please?" The man placing the literature should be cautioned about not doing any explaining or any selling. He simply leaves the circular.

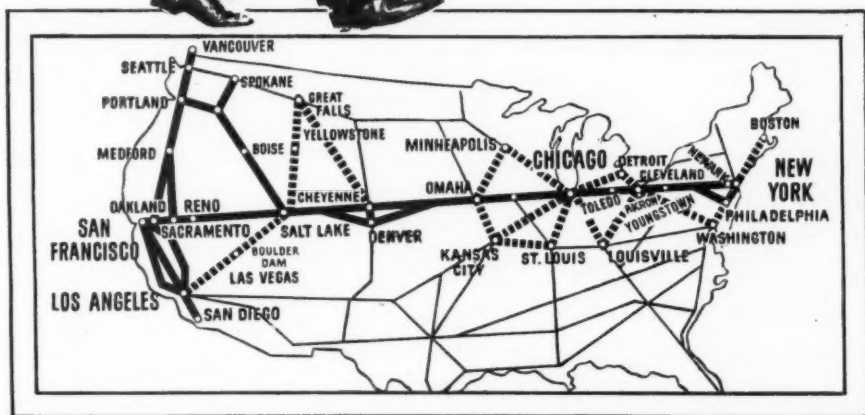
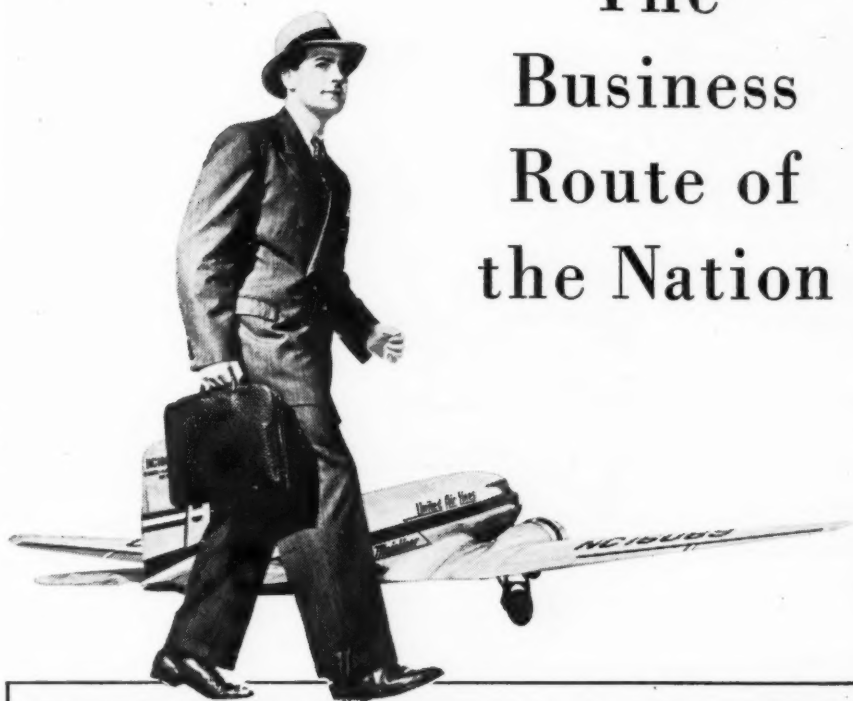
One dealer who tried this plan recently reports, "I put out ten of these booklets in that way, and when I called back the next day, three of the people were expecting me."

6. *Keep Literature Clean:* It seems an unnecessary caution, but it is a helpful one. Even in the finest show rooms, the literature gets dusty and dog-eared from handling. The trouble is that too large a quantity may be put out at one time. If a month's supply comes in one shipment, and only half the quantity is needed, wrap the remainder and put it away.

There is a tremendous waste in sales literature. Packages of it can be found in manufacturer's and distributor's warehouses and in the back rooms of dealer's stores. Much of it lies around until a change in the product makes it necessary to scrap the lot. Yet an intelligent plan would get most of it used as it was intended.

OCTOBER 10, 1941

## The Business Route of the Nation



**T**WENTY-ONE YEARS ago the Government laid out the first coast-to-coast airway. Short, direct, centrally located for year 'round operations, it spanned the heart of the country's business, industry and agriculture.

Today that route is United Air Lines' Main Line Airway—the business route of the nation. Over this route United carries more passengers, more mail and more express than any coast-to-coast airline.

Today it plays a vital part in speeding the most important business this nation has ever undertaken—national defense. It is helping to build planes, tanks, guns, ships . . . faster . . . as men, mail and materials save time over the business route of the nation.

# United



## AIR LINES

Year 'Round, the Main Line Airway



## A 15-Point Program for Selling Your Advertising to Your Salesmen

In many a company there is a weak link in the sales hook-up at the point where salesmanship and advertising meet. How can you strengthen it? Answer: By helping the men first to understand the advertising objectives, and, second, to show them how to apply what they know.

BY LAWRENCE VALENSTEIN

*President, Grey Advertising Agency, Inc.,  
New York*

**P**ERHAPS one of the poorest jobs that advertising does is the job of advertising an advertising campaign to the salesmen who are supposed to sell it. It is usually a poorly done job because, at the meeting customarily held to get the advertising story over to the salesmen, some of the following faults are often very much in evidence:

1. Talking to the salesmen as though they were juveniles and giving them fairy tale versions of advertising's accomplishments.

2. Talking the salesmen into a state of stupor.

3. Giving the salesmen technical details far beyond the layman's grasp.

Combining novelty, a dash of fun and the maximum of attention, Stromberg-Carlson gives a real show when the advertising program is explained at sales meetings. In the picture above, Howard Korman, sales promotion manager of McCann-Erickson, S-C's agency, is the speaker. Scene: Muehlenbach Hotel, Kansas City, at the company's southwestern sales convention. When the giant cards were reversed, they illustrated five talking points on the new line of radios and radio-phonographs. Such stunts add zest to the convention, keep it from dozing off under a blanket of words, words, words.



4. Failure to give the salesmen the facts they need in order properly to present the advertising story to the trade on which they call.

5. Giving salesmen advertising portfolios that are cumbersome, over-written.

6. Failure to repeat the advertising story to salesmen at subsequent intervals—hoping that they will remember for months to come every word of a two-hour advertising presentation.

7. Failure to make the salesmen realize that they played an important part in the development of the advertising campaign.

8. Telling the salesmen that selling will now be as easy as falling off the proverbial log owing to the selling power of the advertising campaign—a story they naturally bitterly resent.

There are other sins of omission and commission. These are the major ones. Merely listing them in this categorical fashion suggests some solutions.

But suppose we study a step-by-step program for getting an advertising story across to salesmen. This program may be somewhat idealistic in concept. However, it is being successfully followed by at least two

advertisers with whom I am intimately acquainted.

1. There is considerable merit to the idea of getting suggestions from the sales force with regard to certain phases of a projected advertising campaign. But when getting ideas and opinions from the sales force, it is important to approach the salesman in a way that avoids putting them on record in a manner that will make them disgruntled if their suggestions are not carried out. All of us like to have our opinions asked. None of us likes to have a requested opinion apparently ignored.

Therefore, the first step in our program of getting an advertising story over to a manufacturer's sales force involves the development of a simple questionnaire to be sent to the sales force. This questionnaire would ask all the necessary questions. But it would ask them in such a way that, in the majority of instances, nothing more than a check mark would be required for the salesman to register his opinion.

### Cautious But Flattering

A questionnaire of this kind, actually used by a food manufacturer, follows:

We are now working on our Fall and Winter advertising campaign. Your answers to the following questions will be of great help in shaping our plans. We have framed the questions so you can answer them in a few minutes. Your co-operation will enable us to make our next campaign more nearly what your field experience indicates it should be.

1. Did you observe any retail salespeople use our advertising theme as part of their selling conversation?

2. Were our newspaper or magazine ads most frequently clipped and displayed in your customers' stores?

3. Do you find many radios in your customers' stores tuned in to our daytime program?

4. Do you get more store displays when our magazine ads are running or our newspaper ads?

5. In our March magazine ad we featured a complete meal idea and suggested dealers tie up with it. Approximately how many of your accounts made a tie-up?

6. During the last week in April, we ran a concentrated newspaper series of ads featuring a complete meal and suggested dealers tie up with it. Approximately how many of your accounts made a tie-up?

7. When we made our radio premium offer in February, approximately how many of your accounts displayed the window card featuring this premium?

8. About what percentage of the wives of your dealers would you say are using our advertised recipes?

9. What sales point regarding our product is mentioned most frequently in stores you call on by the dealer and his salespeople?

10. When your dealers advertise do the majority use the food page? Any other page?

11. What day or days of the week are most favored by your dealers for their own advertising?

12. Have many of your accounts reported trouble owing to our recent advance in price?

13. What feature of our principal competitor's product is found by your trade to be its best selling point?

14. What phase of our principal competitor's advertising campaign has been most frequently mentioned by your trade?

15. In your opinion, what percentage of the volume on our item done by your

trade results from women actually asking for our item by brand name? Do you think this percentage has increased in the last year?

16. Is our display card used in the majority of instances in the windows or inside the store of your accounts?

17. Would you prefer small newspaper ads appearing frequently, or one or two large insertions weekly?

With a questionnaire of this kind, the salesman is simply part of a research program. He is not being asked to write a long letter forcefully explaining his views on one or more phases of the advertising program. He is not committing himself to a specific

## "Full Steam Ahead!"

The way to win a race where the competition's tough is to put all the energy you've got into it.

When you go after your share of the \$300,000,000 to be spent at retail stores in the Cincinnati Trading Area this year . . . set the best pace you can. Concentrate your advertising in Cincinnati's **LARGEST** daily, the Times-Star.

More Cincinnati housewives pay more attention to advertising in the Times-Star than they do to advertising in any other newspaper (Ross Federal Survey No. 8-35).

For up-to-the-minute news of sales opportunities in Cincinnati, write for the Times-Star Market Data Reference Library. It will be sent you free.

The famous river race between the "Betsy Ann" and "Chris Greene," from Cincinnati to New Richmond, O., July 24, 1928. The skipper of the "Chris Greene" used all the steam he could over the 22-mile course to nose out the "Betsy Ann" by just six lengths.



### CINCINNATI TIMES-STAR

HULBERT TAFT, President and Editor-in-Chief • Owners of Radio Station WKRC  
New York: Martin L. Marsh, 60 E. 42nd • Chicago: Kellogg M. Patterson, 333 N. Mich.



## WASHINGTON'S Finest Hotel

• Noted as the residence of celebrated personages and the scene of internationally important events • Convenient to all Government Departments and other points of interest in the Nation's Capital • World-famous food • Exclusive Men's Bar • Coffee Shop • Gay Cocktail Lounge

Single Rooms from \$4  
Double Rooms from \$6

NEW YORK OFFICE  
521 Fifth Avenue  
MU 6-2386

CHICAGO OFFICE  
★ 77 W. Washington St.  
STA 5864



- Economy
- Convenience
- Service

For rates that keep your expense account down . . . for convenience of location that saves time . . . for cheerful service that sends you off in a good mood to get that big order.

**450 ROOMS**  
from \$225  
WITH BATH  
**HOTEL ATLANTIC**  
Chicago  
4 DINING ROOMS  
CLUB AT JACKSON

Visit the new Atlantic Clipper Room



## "Dollars for Your Thoughts!" Says Ballantine

IT'S dollars for their employees' thoughts and dollars in profits for the Ballantine Co., who have mined a wealth of good ideas as well as better understanding and cooperation from their employees through a monthly letter contest in their house organ, "The Three Rings."

Selling is more than just the salesman's job . . . it's the company's too, as well as that of everyone connected with the organization. It's the voice of the phone operator, the politeness of the secretary, and most of all—the understanding and interest which comes when *everyone* in the organization has a basic knowledge of the company.

It was for the purpose of obtaining this sort of understanding that P. Ballantine & Sons, Newark, N. J., brewers, started this monthly contest. Each month a provocative question is posed . . . "If you were selling Ballantine's, and a prospective customer said to you 'My beer business isn't so good' what would you say and do?"

Each month, the three winning letters are published in "Three Rings," with short biographical sketches of the authors. The contest for the next month is also announced with a full-page story. The contest is open to *any* member of the Ballantine organization — no matter what his position. From the very start,

each contest has drawn a flood of replies.

The lure of \$50 in cold cash provides real food for anyone's thought, and nourishes and develops many good ideas among the firm's staff. First prize is \$25, place makes \$15, and show receives \$10.

A recent contest involved the identification of trademarks. Twenty trade-marks were pictured from as many national advertisers, and eight were shown from local organizations who do not advertise nationally. Most of the contestants were able to identify the marks that are advertised nationally, but the local ones stumped them. The idea behind the contest was, of course, to show what a vital part national advertising plays in trade-mark recognition. In addition, the results of the contest, make a splendid story for the salesman to bring up as he explains to customers and prospects just what it means to stock nationally advertised merchandise.

Says a secretary to the question, "What function do displays and point-of-sale advertising perform that other types do not?": "As surely as headlines sell a newspaper, displays and point-of-sale advertising sell Ballantine . . . Just as a clock dial is used to tell the correct time, so disused to tell beer consumers the correct time—Three Ring Time!"

A salesman to the objection: play and point-of-sale material is "Everybody in the neighborhood is stocking Ballantine's. I won't sell enough to make it worth while" . . . "the best proof of public acceptance and demand for any product, Mr. Dealer, is the number of profitable outlets that stock a fast-moving item and SELL it."

viewpoint with regard to the advertising program. As a matter of fact, he is not furnishing primarily his own opinions. He is simply furnishing information. Thus, while the salesman definitely feels that he is playing a role in the development of the advertising program—which is the fundamental objective—he has no reason for being chagrined when he finally sees the advertising program because he has not been called upon to present any of his pet advertising theories and then found them ignored.

2. There is seldom an excuse, in

the presentation of 90% of the advertising programs, for taking up more than two hours' time. Where the salesman's advertising education has been neglected, a longer time may be required. Where a new type of campaign is being shown there may also be reason for a longer presentation. But generally speaking, insofar as the advertising facts necessary for salesmen's use are concerned, they usually can be given to a sales force in little more than an hour.

It is important to remember, in this connection, that advertising is usually

SALES MANAGEMENT

# America's Oldest Station DECLARES A DIVIDEND!



## The Station Most People Listened to First! Joins the Network they Listen to Most!

**T**O SPOT RADIO ADVERTISERS, 50,000-watt Westinghouse Station KDKA has become a bigger buy than ever! For *more dials* than ever, throughout the booming Tri-State Area, will stay tuned to KDKA by day and by night, stimulated by the unmatched leadership of NBC RED programming.

And when we say "unmatched" ... we mean just that! For instance:

NBC RED had the *highest* average daytime audiences ... the

highest average nighttime audiences ... during *every* month of 1940. And during *every* month of 1941 so far! First in top-ranking programs, too, NBC RED boasts *seven* of the top *ten* network shows now on the air ... more than twice as many as all the other networks combined!

Add that kind of programming to the power and prestige of KDKA—which ALONE blankets the expanded 71-county Pittsburgh market of today—and you have a story typical of the kind of leadership NBC offers to spot and local radio advertisers in *11* great American markets ... the Golden Zones

where money flows freely and products sell fast!

Check the list of NBC Key Stations yourself ... then ask to hear the *whole* story: A phone call to your nearest NBC Spot Sales Office will bring it in a jiffy!

**NBC Key Stations in 11 Vital Markets**

**Tops for Spot and Local Radio Advertisers**

|                         |                          |
|-------------------------|--------------------------|
| WEAF . . . NEW YORK     | Westinghouse Stations    |
| WJZ . . . NEW YORK      | WBZ . . . BOSTON         |
| WMAQ . . . CHICAGO      | WBZA . . . SPRINGFIELD   |
| WBNS . . . CHICAGO      | KYW . . . PHILADELPHIA   |
| KGO . . . SAN FRANCISCO | KDKA . . . PITTSBURGH    |
| KPO . . . SAN FRANCISCO | WOWO . . . FT. WAYNE     |
| WRC . . . WASHINGTON    | WGL . . . FT. WAYNE      |
| WMAL . . . WASHINGTON   | General Electric Station |
| KOA . . . DENVER        | WGY . . . SCHENECTADY    |
| WTAM . . . CLEVELAND    |                          |

Represented by  
**NBC SPOT & LOCAL SALES**  
 New York • Chicago • San Francisco • Boston  
 Washington • Cleveland • Denver • Hollywood  
 NATIONAL BROADCASTING COMPANY  
 A RADIO CORPORATION OF AMERICA SERVICE

only one of a number of subjects discussed at a salesmen's convention. For one, two and three days, the sales force is compelled to sit on its haunches and listen to one talk after another. They would have to be supermen to be able to absorb one-tenth of what they hear. Incidentally, to anyone observing these meetings, it must be very discouraging to see how few notes are taken by men who cannot possibly retain more than an insignificant part of what they are being told. Therefore, brevity is of the essence.

3. The advertising presentation to the salesmen might very well be divided into two parts:

a. A non-technical explanation of the fundamental facts and thinking involved in the campaign.

b. An actual demonstration of how the advertising story might be told to the trade.

4. In connection with the fundamental advertising facts to be given to the salesmen, it is necessary to recognize that misconceptions of advertising details are common among salesmen. Their ignorance with regard to the circulation, for example, of some of the well-known magazines is astounding. Their inability to comprehend the primary reasoning involved in an advertising campaign—reasoning which is immediately recognized by the experienced advertising man—is equally surprising. The same applies to their inability to “see” the program as a completely unified campaign.

All of this doesn't imply that the

salesmen are to be given a “course” in advertising. That is precisely the mistake that is too often made. There isn't the time—certainly an advertising course cannot be compressed into an hour or two. Moreover, there is not the need. There is just one objective in telling the advertising story to salesmen: To give the salesmen the information they require to be able most thoroughly and effectively to make full capital of the advertising program in their daily selling activities. That objective should not be lost sight of. Too often it is.

Every bit of advertising information, every advertising fact given to the salesmen has to be measured beside the yardstick question: Is this a fact or is this a piece of information that the salesmen can put to practical use in their daily selling work? If the answer is in the affirmative, then the information should be given to the salesmen. If the answer is in the negative, omit it from the presentation—because you may be certain that the salesmen will simply allow it to drift in one ear and out the other.

### This Much They Must Know

What, then, are the basic facts about a campaign that should be given to the salesmen? I would enumerate them as follows:

a. An explanation of the predominant theme that runs through the campaign and why this means “sales” to the distributing trade.

b. The actual circulation that is being bought—and what this means in terms of “sales” to the distributing trade.

c. An explanation of each of the units involved in the campaign—and how each of these units will help the distributing trade to get sales value from the advertising campaign.

d. The timing of the campaign—and how this timing fits in with the selling activities of the distributing trade.

e. A general resume pointing out clearly, reasonably and believably, why this campaign is “bigger and better” than any previously run.

5. With regard to an actual demonstration of how the advertising story might be told by the salesmen to their trade, there is a great deal of merit in the suggestion that this job be done by one or more people whom the salesmen recognize as having selling ability and practical selling experience.

Why do I emphasize this point? For the reason that most salesmen do not have too high an opinion—and maybe that's putting it discreetly—of the selling ability of some, if not most, home office executives. They are inclined to believe, justly or otherwise, that most home office executives are

**KFS D** The NBC Station

**SAN DIEGO** America's fastest growing BIG city

**600 Kilos.** The best frequency for REAL coverage

**Buy time NOW on KFS D** where your advertising covers the Nation's Outstanding Defense Center

|                    |         |
|--------------------|---------|
| ★ City population  | 280,000 |
| County population  | 95,000  |
| Trainees           | 30,000  |
| Aircraft Employees | 40,000  |

**You cannot reach this rich San Diego market without KFS D, notwithstanding any claims to the contrary.**

**Over half of the residents of San Diego depend entirely on local stations for their radio service.**

For complete information contact our National Representatives or write **KFS D** San Diego, California

**National Rep. PAUL H. RAYMER CO.** NEW YORK • CLEVELAND • SAN FRANCISCO • CHICAGO • DETROIT • LOS ANGELES



steeped in selling theory, have never had any practical selling experience, or have been desk bound so long that they no longer know what's going on in the field. Too often this is why salesmen look on with amused tolerance at so-called selling demonstrations staged during sales conventions.

It isn't difficult to stage an advertising demonstration at a salesmen's convention that the salesmen will agree is reasonable. As good a way as any to achieve this result is to arrange, in advance of the salesmen's meeting, to make one or two actual advertising presentations to a typical factor in the trade. It is the old story of trying it on the dog and there is no doubt that a simple precaution of this kind can work wonders in the final development of a presentation to the salesmen that will give them no cause to snicker.

### Seeing Is Remembering

6. All of us absorb through the eye as well as the ear. It's been said that the eye absorbs more quickly and more retentively than the ear. This may not be so true of salesmen as it is of people in other lines of endeavor. But it is still true that salesmen will retain more of the advertising story if they are "shown" the story as well as told it.

Therefore, arrangements should be made to show the salesmen in *visual form* as many of the *facts* about the campaign as possible and *all* of the *units* in the campaign. This involves the use of simple charts that are blown up, and it also involves a few everyday dramatics in the display of the advertising units.

The latter is vital. So often, work on advertising campaigns is started considerably past the deadline that, at the salesmen's meeting, the men are called upon to exert their none-too-vivid imaginations because it is impossible to show them, except perhaps in the crudest form, many of the units involved in the advertising campaign.

Salesmen are no less imaginative than the rank and file of human beings. But it is expecting too much to expect them to see in crude layouts and crude dummies the same finished result that the experienced advertising man is able to visualize from these preliminaries.

Therefore, move heaven and earth to show the salesmen the finished campaign—and then use some ingenuity, use some showmanship in presenting the campaign to the salesmen so that it is at least a bit glorified.

7. It has been said time and again that one of the most difficult things for the expert in any field to do is to put himself in the position of the lay-

man. This is as true of advertising men as it is of doctors and lawyers and other professional people. When talking to salesmen about advertising, however, it is necessary at all times to remember that a good salesman is not a good advertising man.

When an experienced advertising man is given a skeleton outline of a phase of advertising, it is easy for him to fill in the details.

That isn't true of a typical salesman. These things must be explained to him—and they must be explained to him in a way that will enable him, in turn, to explain these points to his trade.

8. Throughout the presentation of the advertising story to the sales force,

still another point must be kept to the fore. The salesmen will, in most instances, have only a comparatively few minutes in which to tell the advertising story to their trade. If there is one point that the home office consistently overlooks in giving advertising information to the salesmen for them to use in their selling work, it is this factor of the time limitation imposed on the salesmen by the trade on which they call.

Make no mistake about this. Rarely will a salesman have an opportunity to tell an advertising story to his trade with the same thoroughness with which it is presented by the home office to the sales force and with the same

**\$23,336,464 More**

**SPENDABLE  
INCOME in  
Worcester, Mass.**



Sales Management's charts show a \$23,336,464 gain in Worcester's effective BUYING income for the 12 months ending Nov. 30, 1941 as against the 12-month period ending Nov. 30, 1940.

The steady upswing in Worcester's prosperity is measured by Worcester's steadily advancing rating on S. M.'s list of "High-Spot Cities". For August — 122. For September — 128. For October — 132.

The Telegram-Gazette blankets this rich industrial market with a circulation in excess of 128,000 daily. Population: Worcester 193,694. City and Retail Zone 440,770.

**The TELEGRAM-GAZETTE**  
WORCESTER MASSACHUSETTS  
GEORGE F. BOOTH, Publisher  
PAUL BLOCK and ASSOCIATES, NATIONAL REPRESENTATIVES  
OWNERS of RADIO STATION WTAG

**"MAYTAG MERIT CLUB,"** sponsored by Maytag Co., Newton, Iowa, maker of washers and ironers, is open to any salesman in the U. S. who sells at retail enough of the company's products to meet the minimum requirements. The club "serves as an expression of appreciation to present Maytag salesmen, and an incentive to others who would like to become interested in selling Maytags."

Five hundred "merit points" serve as the entrance "fee." These are awarded on the basis of 125 points for all square tub washers and ironers, and 75 points for round tub washers. The entrance requirement has been made low to enroll as many men and women as possible.

As soon as a salesman has accumulated sufficient points, he applies for a membership card. This is called the "A Award." Award B is a silver pin, for 1,000 points. Award C is a gold pin for star salesmen, 2,500 points; Award D,



## Maytag's Merit Club

for five-star salesmen, is a silver ring, 5,000 points. Award E, 7,500 points, goes to honor salesmen. It is a gold ring with the winner's initials. Award F, 10,000 points, is for master salesmen—a gold ring with initials and a diamond.

The 500 points earned in becoming

a member are counted in the 1,000 points necessary for the next highest award, and so on through each grade of award.

When a man reaches the position of star salesman (Award C) he gets—besides his gold pin—100 club business calling cards carrying his name and address and the date to which his membership extends. Membership is for a year and is renewable. Each time a salesman achieves an award higher than star salesman he may receive an extra 100 cards if he so desires. Beginning with Award B (a silver pin), when a man wins a higher award he turns in the award which he holds and receives the next highest pin or ring.

Renewals are automatic if the salesman sells a minimum of 750 points during the last 90 days of his year's membership. If he does not, he must qualify again.

President Fred Maytag II writes and signs congratulatory letters to each qualifying member.

undivided attention that the men give to the home office presentation.

This has always been the case. Today it is truer than ever. The trade is always interested *first* in the merchandise. That was so when the market was a buyer's market. It definitely is so when the market is a seller's market, as we have right now.

What all this suggests, of course, is brevity, more brevity and still more brevity.

A lengthy presentation doesn't necessarily add importance to an advertising campaign. A 15-minute presentation of an advertising campaign to salesmen, done with fireworks and with showmanship, with glamor and with romance, can arouse more enthusiasm and leave a more vivid and lasting impression than a two-hour talk heavily punctuated with technical facts and details.

9. Keep the details of the advertising campaign from the salesmen until the campaign is ready for presentation at the meeting—if a meeting is to be held. The element of surprise is a worth-while one. Don't pass it by.

10. If an advertising portfolio is to be given to the salesmen, don't hand it out until the right moment during the meeting has been reached. And,

before you hand it out, urge the salesmen to go through it with you, page by page—and not to run ahead of you. They will do it if you request it and they will get the story much better if you request it.

11. If individual advertising units are to be shown, and if you want these in the hands of the salesmen as you explain them, hand them out separately as the proper point in each instance is reached in the talk. This will aid the salesmen to concentrate on each unit individually and will continue to preserve the element of surprise as each new unit is shown to them.

12. Have someone take down a verbatim report of every word that is said in the presentation of the advertising story to the salesmen. That verbatim report will form the basis of the highly necessary and usually overlooked follow-up work that is essential if the salesmen are to do a thorough job of merchandising and selling the advertising campaign.

13. During the presentation at the salesmen's meeting it is a good idea periodically to interrupt the flow of talk from the speakers' table to the salesmen by asking one of the salesmen a question pertaining to a phase of the advertising campaign. Give the

men a chance to talk occasionally; they're salesmen because they like to talk and even if they weren't salesmen, what group of men enjoys being talked to for two or three days with seldom a chance to talk back?

14. After the meeting is over, don't overlook the fact that the salesmen will very quickly lose a good part of the enthusiasm for the advertising aroused during the meeting. They will quickly forget most of the few facts they absorbed. This will happen even before they leave the factory and return to their territories.

The salesmen, like the trade, are primarily interested in merchandise. As they get their lines ready, advertising enthusiasm and advertising facts are likely to slip out of their minds. Moreover, during the visit to the home office there are problems the salesmen take up with the home office people; there are reunions with old friends, entertainment and such things. All of this conspires to shove the advertising into the background before the salesman has even left on his trip back to the territory.

Therefore, it is a good idea to arrange either to get the salesmen together for five or ten minutes before they leave, for a quick resume of the



advertising campaign, or to have each of them see the advertising manager individually before leaving for the road, or to give them the advertising material which they are to take along only after they have got their lines ready.

15. Then, when the salesman goes out on the road a many-pronged attack begins on his enthusiasm for the advertising campaign.

a. The salesman tires of telling the same story over and over again.

b. Some of his customers may question certain parts of the advertising campaign and thus dilute his enthusiasm.

c. The salesman's memory begins to fail him.

d. His advertising samples become worn.

All of these elements combine to work against continued effective presentation by the salesmen of the advertising story to the trade.

It consequently becomes necessary to conduct a follow-up campaign for the purpose of periodically rekindling the salesmen's interest in, knowledge of, and enthusiasm for the campaign. If nothing else, as each advertisement is scheduled to appear, a reprint should be sent in advance to the salesmen together with the basic facts about each insertion.

#### —Lest Tools Become Dull

But that is only a part of the follow-up job. There are other things that can and should be done to keep the pot boiling.

First, every bit of worth-while evidence concerning the effectiveness of the campaign should be collected, the really important items sifted out and then sent to the sales force in a format that will enable them to show this evidence to the trade in a dramatic manner.

Second, new samples of the advertising units should be sent to the salesmen as frequently as necessary.

Third, the salesmen's advertising requisitions should be checked periodically and an analysis sent to each salesman.

Does all this sound like a tremendous program for that apparently simple job of getting an advertising story over to the salesmen? Well, in the first place, it isn't a simple job. In the second place, it is not too elaborate a program—not if there is a sincere desire to push each advertising dollar to the limit. In more advertising campaigns than advertising men are in the habit of admitting, it is the salesmen who supply the final drive that puts the campaign over the top. A program of this kind is not too heavy when full recognition is given to that fact.

OCTOBER 10, 1941



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## *does your letterhead suit your* **BUSINESS PERSONALITY?**

*Personality plus...* that's Elsie, the Borden cow. What's more, she's the ideal cow, because she combines her gay personality with the production of perfect milk and cream.

To lots of people Elsie is very real...so much so that they write to her. And Elsie answers her fan mail on Strathmore Fiesta...a paper that exactly suits her gay character.

*Every business has a personality.* Yours may not be as gay as Elsie's. But whatever it is, you want your letterhead to express it. And Strathmore Expressive papers can help do the job...and at moderate cost.

A letter on STRATHMORE BOND, or on STRATHMORE WRITING, costs less than 1% more than a letter written on the cheapest paper you might buy. And on STRATHMORE PARCHMENT, or STRATHMORE SCRIPT, as fine papers as can be made, a letter costs only 2.9% more. Such plus value, for so little cost difference, is sound business economy. Strathmore Paper Company, West Springfield, Massachusetts.

# STRATHMORE

**MAKERS  
OF FINE  
PAPERS**

[71]



# How the Wheels Go Around in Fruehauf's Sales Control Set-up

Every salesman has a "score card" in this simple but efficient system for keeping tabs on the sales operations of 57 factory branches. Everybody knows just where he stands every day, and the company has an ever-current record of the ratio of actual expense to budgeted expense.

Based on an interview with

**ROY A. FRUEHAUF**

*Vice-President in Charge of Sales,  
Fruehauf Trailer Co., Detroit*

**"W**ITH the exception of a few distributors, our product is sold and serviced through 57 factory branches. We own and operate these branches and exercise whatever control is necessary over them to insure good customer service. They all earn net profits and that, we believe, is the answer to the question of sales control," says Roy A. Fruehauf, vice-president in charge of sales of Fruehauf Trailer Co.

Ask Mr. Fruehauf how much any given branch has spent for salaries and wages during the past month or for the year to date, and what percentage this is of net sales; or what any one of the company's 200-odd salesmen's performance was for any month or for the year to-date; how many calls he made, on what classes of prospects, how many sales, total amount, net profit, percentage of quota, or any other of many features, and he can give the answer in a few moments.

## Salaried Men Follow Rules

The Fruehauf management learned long ago that certain methods and policies must be employed in order to sell trailers successfully. These are the methods and policies that have enabled Fruehauf to sell a majority of all the truck trailers used in this country.

Fruehauf salesmen are first thoroughly trained in the application of these methods and policies. Then they must apply them in actual practice. And to make sure that they do apply them Fruehauf pays them a liberal salary, plus a bonus if they earn more.

"We pay all our branch managers and salesmen a salary and offer them the incentive of a bonus," Mr. Fruehauf says. "This gives them security,

confidence, and a stable income. At the same time, it enables us to secure better men and to direct their activities to the best advantage. This is not a new plan. It was first introduced in several territories over five years ago and it has been in effect nationally since the first of 1939. It has worked out to our satisfaction and we haven't heard any complaints from the salesmen; in fact, there is every reason to believe that they are well pleased with it.

"From the viewpoint of sales control, though, it is this compensation plan that enables us to direct the activities of our branch managers and salesmen. A salesman working on commission is inclined to feel that he is his own boss and that he should work as he sees fit. But when we employ him for his full time and pay him a salary, he is more willing to follow instructions and let us assume the responsibility.

## Taut Lines of Authority

"Authority is definitely placed and responsibility is fixed all down the line. We executives of the sales department have all had practical experience in the field. We have six regional managers who have business training and ability, as well as sales ability. Branch managers are chosen primarily for their qualities as salesmen, but they must have some business ability, too. They are in full charge of their branches, but they consult with their regional managers on matters of policy. They are required to furnish full and frequent reports to the factory.

"We have one man who devotes his entire time to these reports, and we often know when something is wrong at a given branch before the branch

manager discovers it. Both sales and expenses are budgeted and we know to the last decimal just what each item should be and what it actually is."

Quotas are assigned each branch and each salesman at the beginning of the year and are broken down by months. Due allowance is made for seasonal factors.

Procedure at the various branches varies in minor details, but it is standardized in all major aspects. A typical branch manager gives his salesmen their quotas at the beginning of each month, then requires them to furnish a list of sales they expect to make that month, with names of prospects and amounts of orders, that they may make quota. He discusses their plans with them and he may suggest that they list other prospects to be closed that month.

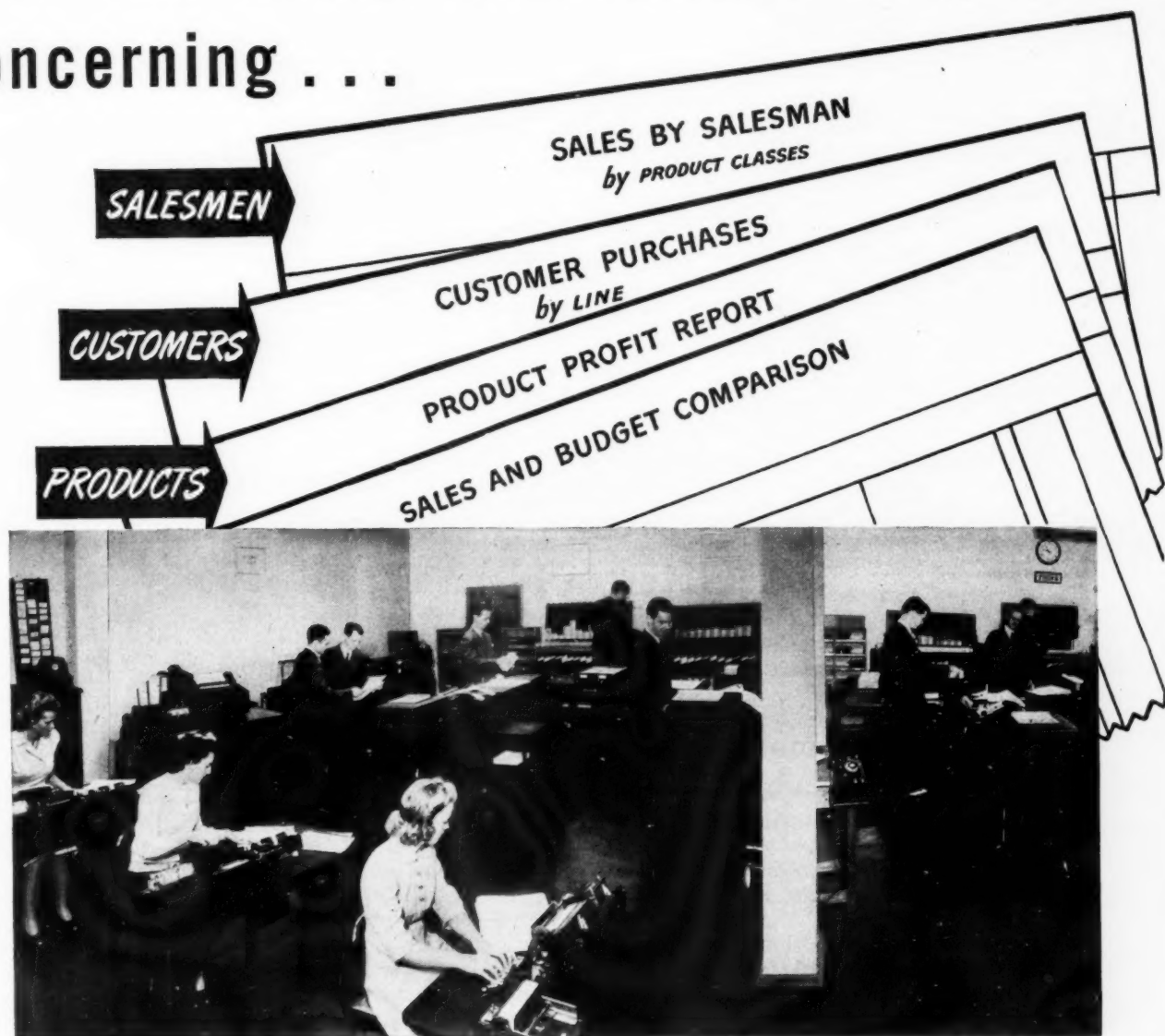
Salesmen report at eight o'clock and have half an hour in which to do their routine "paper work"—more if necessary. The manager discusses each salesman's plans for the day briefly with him. Each salesman leaves a list of calls he expects to make that morning. Each phones in around noon, asks whether there is anything for him, and tells the operator where he plans to go that afternoon. Salesmen average about eight calls a day. All territories are zoned.

## "Remarks" Give Sales Clues

They turn in a "Salesman's Report of Call" for each call. This is a convenient form which provides spaces for entering or checking all essential information concerning the prospect, and for "Remarks." The branch manager reviews these and probably offers suggestions concerning some of them. A girl then transcribes a record of the call on two prospect cards; a permanent one that must remain in the salesman's file and one for him to take with him on calls.

There is a card for every prospect in a salesman's territory and on this card is a record of the salesman's calls on that prospect. If he doesn't call regularly on a given prospect, the branch manager soon notices the fact and discusses it with him; if he doesn't call for 90 days, the branch manager pulls the card out and turns it over to another salesman. A new face, new personality, new presentation, has often resulted in arousing the

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Punched Card Accounting Machines. Manned by trained operators and supervisors, they will prepare the comprehensive reports you need—when you need them.

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Carbon Paper, Ribbons and other Supplies

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Sales and Service Everywhere

interest of a cold prospect.

The branch manager submits a semi-monthly report of "National Account Activities" and a monthly "Summary Daily Report of Calls." The former lists call on national accounts by "Account, Salesman, Date of Call, No. of Units Involved," and what was done. The latter is an analysis of each salesman's daily calls on vocational prospects. It does not include names of accounts, but itemizes them by 52 vocations, indicates the number of such calls each day of the month, and whether calls were on new prospects, old prospects, present Fruehauf users, or competitive users.

As sales are made, orders are forwarded to the central office where a record is entered on a "Salesman's Monthly Report" form which is itemized to show the customer and details of the transaction. As there is one such sheet for each salesman, managers can see almost at a glance how a given salesman stands at any time during the month.

Then at the end of the month a girl types a report for each branch, showing sales for the branch and for each salesman employed by that branch, through the preceding month, sales for the month, total for the year to-date, quota, and rating in gross profit. This report alone shows how each branch and each salesman stood at the end of the last month, and a quick reference to the salesman's monthly report, mentioned above, would bring such information right up to date.

## Trade-in Headaches Eased

Trades and reconditioning of used trailers are also controlled to the extent that all such proposals must be approved by the central office.

Expenses are very closely controlled. Each branch is assigned a budget, itemized under such headings as "Salaries and Wages, Supplies, Maintenance, Fixed Charges, Communications, Selling and Advertising, Sundries, and Service Labor," with a sub-total and percentage-to-net-sales for each such division, as well as for the whole. This budget is set up by months. Then as the months pass, the actual expenses are entered on the same form. On this "Branch Statement of Direct Expenses" form, the names of the accounts for which expenses were incurred are listed in the center column, actual and budget figures and percentages for the month are entered to the left of this column, and similar entries for the year to date are made to the right of this column. The back of the form provides spaces for entering supporting data.

One man spends his entire time on

SALES MANAGEMENT



1

[illegible]

2

## A Steady Stream of "Intelligence" Flows In

There are no "Lost Battalions" in the Fruehauf force, even though it is scattered among 57 branches. These reports give headquarters an accurate picture of firing line conditions.

- 1.** Branch managers turn into the home office each month this analysis of each salesman's daily calls. It itemizes prospects not by name but by 52 vocations ranging from Automotive to Waste Paper.
- 2.** For use by the branch manager and the salesman himself, there is condensed on the front and back of this 4 x 6-inch card all pertinent information about a prospect; including details of equipment now owned (both Fruehauf's and competitors'), dates of calls made and to be made by the salesman, when follow-up literature was sent and business closed.
- 3.** By studying the daily "Salesman's Report of Call," a manager can advise a man how to handle a tough prospect. Two copies are made of the card: One for the record, and one to take along on calls as a memory refresher.
- 4.** Twice a month branch managers make out and send to headquarters this report of national account activities. A big prospect or customer operating nationally may place orders for equipment in a dozen Fruehauf branches; these reports enable the home office to integrate the account.

[illegible][illegible][illegible]

FORM 537  
U.S. LITHO. IN U.S.A.

**SALESMAN'S REPORT OF CALLS**  
REPORTS TO BE MAILED EACH DAY

[illegible]

# 3

**FRUEHAUF TRAILER CO.**  
DETROIT, MICHIGAN

**BRANCH MANAGERS SEMI-MONTHLY REPORT  
OF  
NATIONAL ACCOUNT ACTIVITIES**

SEMI-MONTHLY  
REPORT FOR  
PERIOD ENDING \_\_\_\_\_ 19\_\_\_\_

Form 570 1-40 SPH  
Printed in U.S.A.

4.

REPORTING  
BRANCH \_\_\_\_\_[illegible]



There's  
a New  
Crop of

## Mrs. Astorbilts...

AND A NEW WAY TO SELL THEM!



The men who make the new tanks have wives who want new everything! National Defense has created a fresh army of buyers — the people who kept their chins up during the lean years and now feel like a "million" with substantial paychecks coming in regularly. It's natural. And taxes or no taxes, restrictions or no restrictions, they're going to buy the things they need, the things they've longed for, the things you make and sell. So...

Here's a new way to sell them! The SALEMASTER is a handsome, zipper-closed, leather portfolio — a 3-in-1 unit that's punch-packed with a powerhouse of sales ammunition that enable green, untrained salesmen to sell with the assurance of a "Master" — and that prevents "old timers" from carelessly neglecting important, clinching sales features. The SALEMASTER contains a visual presentation — as many as 44 steps-to-sales can be described and pictorially presented. It follows-through from approach to asking for the order. The SALEMASTER contains a loose leaf catalog section for prices, specifications, testimonials, pictures, order blanks. Soap to satin, essentials to luxuries your salesmen will sell more with the SALEMASTER! Write for free catalogs!

FOR SALES PRESENTATIONS THAT INCREASE SALES — CUT COSTS

Write:—

LOOSE LEAF  
DIVISION

REMINGTON RAND INC.  
BUFFALO - NEW YORK

these expense reports and if any item is high, he wants to know why. Of course, in a majority of cases there is a known reason for any figure that is out of line, but if there isn't, one will soon be found. Mr. Fruehauf insists that expenses bear a definite relationship to sales, and he stresses this frequently in bulletins to branch managers. Such bulletins frequently list the sales per dollar of overhead for each of several leading branches and urge those not listed to try to measure up to a certain standard. Those which fall below the standard receive a personal letter showing their ratio and probably cautioning them that their failure to maintain the standard is a matter of concern.

Where a given branch fails to make quota or to maintain or exceed the minimum ratio of sales per dollar of overhead, the matter is referred to the regional manager concerned and he investigates it. If he fails to locate and correct the cause, then one or more representatives are sent to the branch from the central office to assist in solving the problem. If the branch is failing to make its sales quota, a sales representative will be sent; if the trouble is in the service department, a service representative is required; and if the bookkeeping seems to be at fault, an auditor is needed. In extreme cases, a crew of specialists may be sent to an ailing branch to diagnose all phases of the case. In any event, no branch remains in the red very long.

Similarly, if a given salesman's performance falls below par, this fact is promptly noticed and an investigation is undertaken. In probably a majority of such cases the branch manager knows the cause or causes and he takes such steps as the condition seems to call for; if not, then other measures must be adopted.

The important point is that the control system maintained by Fruehauf enables the management to direct the activities of branch managers and salesmen to best advantage, and to detect unsatisfactory performance or conditions promptly.

### NOW AVAILABLE

For sales managers and their sales staffs.

A visible planning or indexing chart with movable colored cards and movable, colored, transparent signals readily adaptable to meeting your indexing problems.

### ALL CHARTS BUILT TO YOUR SPECIFICATIONS

Ideal for keeping important facts before you—such as territory coverage, territory assignments, product distribution, scheduling conference and convention dates, making graphs, index stock locations, specialties or leaders.

Free sample on letterhead request.

**E. C. DECKER**  
HAMILTON, NEW YORK

SALES MANAGEMENT

# Getting Salesmen to Program Their Time: Britannica's Tested Routine

Currently Encyclopaedia Britannica sales are running 35% ahead of last year. That's an all-time high. One of the reasons for this happy condition is the system the company has developed for cutting down wasted selling time and for eliminating, as far as possible, wasted selling opportunities.

Based on an interview with

**L. C. SCHOENEWALD**

*Vice-President in Charge of Sales,  
Encyclopaedia Britannica, Inc.,  
Chicago*

IT's so easy for a salesman to waste minutes and hours out of his day. "Where next?" He stops, ponders and hesitates. He means well, but what to do and where to go! Hot? Here's a shady spot. Time out to mop his brow. The restaurant is cool. One more cigarette. A fellow can do better after a *little rest*. Wonder what the headlines say today? I'll grab a paper and see. Just a peep. Five minutes. Here's a place they're getting a ball game on the radio. Well, one inning won't take long. A couple of minutes to watch the kids play in a vacant lot. Whee, wouldn't a lemonade taste great right now! Here's a good looking drug store. Comfortable and restful.

Wonder where *that day* went?

Encyclopaedia Britannica has a plan that works to keep its salesmen on the alert all day long. It keeps them moving. The scheme is laid out in its "Britannica Sales Manager's Manual." It comes under this heading, "Programming." The idea is to have a daily program for each salesman, planned for him; and a route for him, one that will demand that he make approximately ten demonstrations each day.

If he does that there won't be any loitering. He'll be following a train schedule: To do that the office manager will be kept busy, too. There won't be any feet on *his* desk. Thus, everyone will be working.

L. C. Schoenewald, vice-president in charge of sales, Encyclopaedia Britannica, Inc., permitted SALES MANAGEMENT to investigate his rules governing plans for the salesman's day. We quote:

"Here is the most important part of your job (to the sales manager), that is, the *daily programming* of each

salesman's work. Successful operation makes it necessary for you to provide each salesman daily or weekly with carded-up names of logical prospects to call on.

Every Britannica lead (and its salesmen do no cold canvassing) represents a prospect qualified as being of adequate income and in the "upper brain bracket." Such a lead deserves—and gets—tender care. At right, the serially numbered triplicate prospect card which is the basis of Britannica's "Salesman's Lead Control" system. Separated, properly filled in, and filed for systematic review by crew and district managers, these cards enable the company to learn at a glance not only the size of the active list of prospects in any area, but exactly how many each salesman has and who they are—both those yet to be reported on and those already interviewed but to be followed up with a future call.

"You must at all times have 'contacts' of the kind ready for the various fields you are going to operate in in your territory. Most salesmen need this kind of direction in order to make the most of their time and to get maximum earnings. On the following pages you will find suggestions for lists and sources to provide contacts for the programming of your salesmen's daily calls. Should you have difficulty in securing such lists you should contact the home office for assistance.

"The manager should plan in advance a route or program for each of his salesmen, according to his requirements. A reasonable number of contacts (possibly including some leads) should be prepared for each day's work for each salesman in a given locality along the planned route. Enough con-

The image shows three overlapping forms from the Britannica Sales Manager's Manual. The top form is a "PROTECTIVE ORDER CARD" (No. 44245) with fields for NAME, ADDRESS, and REPORT. The middle form is a "TRIPPLICATE CARD" (No. 44245) with similar fields. The bottom form is a "SALESMAN'S WORK CARD" (No. 44245) with fields for NAME, ADDRESS, and REPORT. Each form includes instructions for use and a section for the salesman's report.



tacts and leads for several days advance work should be given a salesman when he starts out, and additional contacts as often thereafter as necessary to insure his making *ten or more presentations a day*.

"Many factors influence the proper routing and programming of salesmen. You should take into consideration for each individual salesman such factors as:

"1. His preference for or experience in selling certain fields or classes of people.

"2. The season of the year and prevailing conditions.

"Plan ahead to have men at *the right time* in each county in your territory so that every county quota may be exceeded."

Mr. Schoenewald explains that sales come best and easiest at times when any certain part of the country is "flush" with money. For example, in the wheat country people generally have money after the crop is sold. Detroit will have money after a time when motor cars have been selling well throughout the country. Peoria entered an almost boom-like prosperity after whiskey came back.

An oil boom puts money into a community as does the building of a large

army cantonment or the active opening of mines or the selling of a lettuce or onion crop. When people get new money they'll buy the things they've long wanted. The smart sales manager watches the weather to see how the wind is blowing. Somewhere there always seems to be a better-than-ordinary prosperity—if you'll look for the spot.

Too, there are always special fields to explore. Take the matter of schools and libraries, in Britannica's case. Schools and libraries are first class prospects. Says the manual:

"This department requires specialized work of a permanent nature, calling for the appointment of thoroughly reliable and able salesmen, with permanent territorial assignments to each, as long as this business justifies holding the same. Every effort should be made to avoid turnover in this department, not only because of the bad effect on school and library buyers, but because considerable ground work must be done by each salesman in this department before he realizes a proper return on his investment of time and money.

"Each man so selected should be given sufficient territory (based on the number of schools and libraries therein) to assure him a comfortable income if he works it properly. Our national school and library department will cooperate with you in the selection of properly qualified representatives, their training and schedules."

### Nine Roads to Buyers

There are nine ways to reach Britannica buyers, the manual explains. They are given as:

1. In the business office.
2. In the home.
3. To professional men (special lists).
4. To educators (faculty lists of schools and colleges).
5. In industrial organizations (executives and technical men).
6. To schools and libraries.
7. Through reload department (to paid-up Encyclopaedia and junior accounts).
8. Through displays.
9. Through rental libraries.

For a great many years; in fact, until only several years ago, it was generally believed that Britannicas could not be sold during the Summer months. The salesmen were likely to take long vacations. "Why try?" was the attitude. Today, owing to a plan carefully worked out, the Summer months net more sales than any other months of the year excepting Novem-

ber and December.

*It came about through planning.*

It is called the "Summer Plan" because it is worked then through the greater part of the country. In the southeast and the southwest it is a Winter Plan. That came as the result of experience, too. The management had to find it out. Among the reasons are that certain localities are pretty difficult in the North in the Winter because of cold, storms and general weather. In the South the difficulties come in the Summer because of heat.

Now, as has been indicated, Britannica doesn't send its salesmen out cold. It doesn't make blanket solicitations. Its prospects are selected. There must be indications of comfortable income at least, and the prospect must come from a stratum of society indicating intelligence. Families coming up in the social levels are the likely buyers. It takes brains of some sort to make the grade. The test is very simple.

### No Lead Languishes Unseen

The so-called Summer Campaign takes the salesmen pretty much out into the smaller cities. That is, away from the metropolitan centers. The directions tell the sales manager to work out groups of counties to be solicited. Then, from these counties, lists of names are made up. They aim to skim the cream of the citizenry. Doctors, lawyers, other professional men, educators, men who are up or coming up in executive jobs.

There isn't a community in America that doesn't have its quota of these, and it isn't difficult to find out who they are, if you know how. Britannica has made it its business to know how to find them.

In a selected area of New England, taking in a group of flourishing towns, the preparations last Summer resulted in the listing of 4,137 names. That wasn't a very big proportion of the entire population. Everything was set on June 1. Then mailing pieces went out. The following is taken direct from instructions to the manager working the crew: (Usually in a drive of this kind several men work under a crew manager).

"All names circularized are carded-up and filed first by county and then by towns. When the return cards from the circularization come in they are matched with the carded-up names to eliminate duplication. But the salesmen are given *all* cards that have been circularized and they are expected to call on *all* of them whether they have returned an inquiry or not.

"Many of those who do not write in

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### AMFILE ALL-PURPOSE BINDER

Shows to best advantage photographs of your merchandise, samples, testimonials, price lists, etc. Makes dandy loose-leaf catalog, easy to fill or change pages.

Equip your representatives with these new ultramodern AMFILES that stay flat while open. Covers of serviceable, Latex-impregnated material, neatly embossed. Choice of red, blue, green, brown or black. Each binder contains 12 black, 12 white mounts, 12 acetate covers.

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No. P1000 Size 15 $\frac{3}{4}$ "x11 $\frac{3}{4}$ "x1" 5.00

See at stores or let us submit a binder for your inspection. Please mention color you prefer.

**AMBERG FILE & INDEX CO.**  
1483 DUANE BLVD. KANKAKEE, ILL.

can be sold as our experience shows. This plan enables a salesman to make a number of calls in a small town where perhaps only one or two or maybe no cards have been received back. All mailings to all counties are not made at the same time. They go out 15 days before the county is visited to give time for the returns to come in."

Each salesman is required to make a report telling the results achieved on every call. If he doesn't find the prospect, that must be reported, too. This becomes a check on each man. It keeps him working; forces him to do his job. There isn't any chucking of the cards in a waste basket. They can't be forgotten. When the crew moves out of the territory, the sales manager knows that the area has been worked.

Very likely there are plenty of sales managers who would be glad to have a check on their men that would prove to this measure that they had made a good old college try on all their prospects.

### Control Sans Loopholes

Britannica's "Salesman's Lead Control" is an air-tight set-up for the handling of prospect cards. Instructions are given for handling them in minute detail. This control shows at a glance:

1. The active list of prospects.
2. Exactly how many prospects each salesman has, (with names and addresses) on which he has *not* given a report.
3. The number of prospects he has interviewed and intends to follow up with a future call.
4. And, of very great importance —when a salesman leaves and fails to turn in his leads, the management still has all the data to assign his cards to a second man for follow-up.

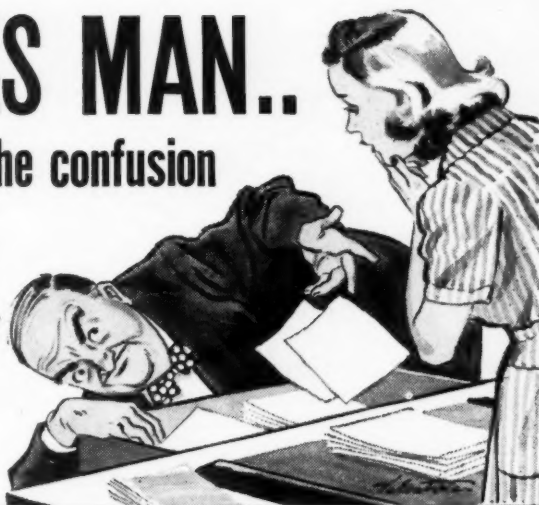
This standard triplicate prospect card system has been set up as a required procedure in every sales office of the company. Selling Britannica is considered a one-call job. In almost every case the sale is made or lost on that first call. Sometimes, however, a second call is considered worth while. And so a little slang is born. If a call-back is deemed desirable, the card goes into what is called the "milk route file." It then lives until the call back has been made. The second call must be a sale or sure death to the card.

Quotas in Britannica practice are set low. A job is considered well done when the quota has been exceeded. Sales managers are told to keep their county quotas always in front of them when planning their work. The man power, or number of salesmen em-

## IDEA BITES MAN..

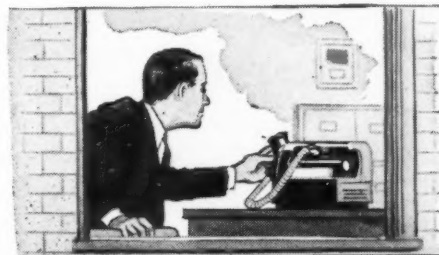
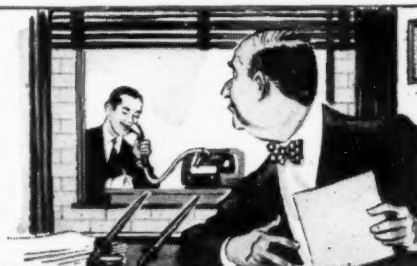
### and escapes in the confusion

What? *Another* million dollar idea lost, Mr. Welby? Tough luck, and we're sorry...but why *will* you insist on jotting your thoughts on little scraps of paper? After all, constructive ideas are too important and elusive to be treated so shabbily...you'll have to admit that!



Oh...so that's why? You hate to take Miss Jones away from her work just to capture a vagrant hunch? And, you say, you'd probably lose the idea anyway before she could find her book and pencil, and leap into your office? Of course, your problem is quite understandable, Mr. Welby. But the solution is so simple...

Pardon us for pointing, sir, but see that man across the street? Yes, that's the one! Name's Robinson...responsible job. Well, *he* had lost-idea trouble, too. Up to two weeks ago. Then he asked us to send him a Dictaphone on trial. No, that's not it...the one he's using now he *bought*!



See? Notice how easily he reached for his Dictaphone to put an idea on record where it can't be lost. He uses his Dictaphone all day long. The Dictaphone method helps him get things done when they should be done.

That's his secretary in the next office. While he's dictating notes, memos, instructions and letters to his Dictaphone, she's busy at her desk doing real secretarial work for him and protecting him from interruptions. They're both happy...and so's the rest of the office, because work is getting out on time all the way down the line. Worth trying, isn't it?



The critical demands of today's increased production find an effective answer in the Dictaphone method. Dictaphone is a modern, all-purpose dictating machine. You can dictate

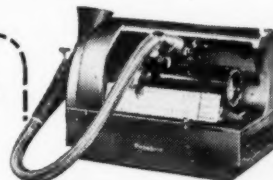
whenever you please, without requiring the presence of a secretary. To executives who would like to try this easier method, a free trial is available without obligation.

## SM-10-41 DICTAPHONE

DICTAPHONE CORPORATION, 420 Lexington Ave., N. Y. C.  
In Canada: Dictaphone Corp. Ltd., 86 Richmond St., W., Toronto

- ☐ I should like to see the Dictaphone movie, "What's an office anyway?" showing how bottlenecks can be eliminated.
- ☐ I should like to try a Dictaphone Cameo Dictating Machine in my own office without obligation.

Name.....  
Company.....  
Address.....



The word DICTAPHONE is the Registered Trade-Mark of Dictaphone Corporation, Makers of Dictating Machines and Accessories to which said Trade-Mark is Applied.



ployed, is built up to the quota. The study of local conditions in advance of planned local campaigns is considered of prime importance, and can have a material effect on keeping down costs in comparison to the number of sales made. Cumulative sales records by counties vs. quotas are required office work.

In selling Britannica, it is a recognized fact that almost every prospect voices, at first, some objection; gives some reason why he should not buy now. Because these objections follow a pattern, the management has worked out a series of standard replies to break them down. The salesman's technique in presenting his rebuttals figures importantly in his final results.

Britannica's Sales Manager's Manual devotes a considerable amount of space to the chapter called "Sales Objections and Rebuttals." It's the longest chapter in the manual and there is no space here to go into it in detail. One of the sections in it may be summarized:

"Never argue with a prospect. Appear to agree with his objection, in part at least. Then, after appearing to agree with him, proceed to break down his argument. Argue, and your prospect feels it his duty to prove his point. He'll fight back. Agree, in part, and then softly show him where he is wrong and he has even helped to soften himself up."

In other words, if you are going to sell a man, don't get his dander up.

wide range of uses for it. So they set to work to prepare a presentation that would be informative and which would serve to re-educate them on Angostura's sales potentialities.

The presentation was designed by the sales and advertising staff of Angostura-Wuppermann in cooperation with Donahue & Coe., its ad agency. A case was designed which not only acts as a carrying container for the entire presentation, but which becomes the easel itself. By an arrangement of hinges, the cover of the case becomes the back of the easel against which the cards rest, and as the story proceeds, the cards fall into place in the case.

Despite the fact that "everybody thought they knew all about Angostura Bitters," Mr. LaFar tells SM, the presentation starts out by describing the product.

The first card asks the question, "What is it?"

Mr. LaFar shows them the bottle without the label, then with the label. A close-up of the label reveals the line: "A skilfully blended aromatic preparation of Gentian in combination with a variety of harmless vegetable spices and vegetable coloring matter."

The National Formulary is then quoted to the effect that although there are some 400 different species of Gentian, growing over most of the world, only *Gentiana Lutea*, which grows only in certain localities, is of "real medicinal value." And that is the kind used in Angostura Bitters.

### Profits in "Name" Publicity

He then traces briefly the use of this gentian by doctors for centuries to "invigorate digestion and thereby increase general nutrition"; describes how Angostura also is a combination of roots and herbs with alcohol used as a solvent and as a vehicle to hold them in solution; how the Angostura formula, developed by Dr. J. G. B. Siegert in Venezuela in the early Nineteenth Century has been kept a secret by his descendants, only four of whom now know what it contains.

Mr. LaFar tells the history of the product—produced first in a town called Angostura in Venezuela in 1824. He describes how Dr. Siegert used it in treating tropical fevers.

Angostura and that great American invention, the cocktail, began to go to work together more than half a century ago, and they have been going along hand in hand ever since. The original purpose of the cocktail was to stimulate the appetite, and Angostura proved to be its staunch ally. Angostura, says the presentation, "makes of the cocktail a real, true, *aperitif*."

SALES MANAGEMENT



Arthur B. LaFar, vice-president in charge of sales of Angostura-Wuppermann Corp., takes a group of jobbers' salesmen on a guided tour through the presentation of the history, prestige, and—to most salesmen—undreamed of possibilities for sales behind the phrase "and add a dash of Angostura."

## "Packaged" Product Story Hoists Jobber Sales for Angostura

**T**HROUGHOUT the country, in the first six months of this year, Angostura-Wuppermann Corp. had a healthy increase—14%—in sales of Angostura Bitters.

In the 20 U. S. cities, however, where Arthur B. LaFar, vice-president of Angostura-Wuppermann, showed a new sales presentation before jobbers' salesmen, in this period, the increase invariably was greater than the national average.

At this writing, Mr. LaFar has made the presentation at 56 meetings

attended by 678 jobbers' salesmen.

Almost everyone in the grocery, drug and liquor trade is familiar with Angostura Bitters. The product is 117 years old and has been sold in this country for 66 years. One of its most familiar uses is as an ingredient in Manhattans, Old Fashioneds and a lot of other cocktails. Many take it in water for hangovers and seasickness.

And yet, the Angostura-Wuppermann Corp. believed that most jobbers and their salesmen did not know enough about their product or the



Of more direct concern to the jobbers' salesmen is the fact that many leading liquor importers and distillers mention Angostura Bitters *by name* in their advertisements presenting recipes and in their recipe books. Why do they do this? Because these importers and distillers know that aromatic bitters are essential to the proper mixing of a great variety of drinks, and they have found that the bitters which insures a perfectly mixed drink and which has just the right appetite-provoking effect is Angostura.

This story is told pictorially to the jobbers' salesmen in the presentation, and reproductions of the products and the recipe books graphically illustrate the extent to which Angostura is indirectly endorsed by the leading liquor companies.

One card lists chefs of some well known hotels and restaurants—such as the Ritz-Carlton and Waldorf-Astoria, New York, the Sherman, Chicago—who recognize Angostura's "value in bringing out the full flavor of fine foods," and who create recipes using it.

By this time, Mr. La Far tells his audience, many of them must be saying to themselves, "Gosh, I didn't know all these things about Angostura."

#### "Selling" the Advertising

He then outlines the consumer advertising campaign for Angostura in *Country Life*, *Esquire*, *New Yorker* and *Town & Country*, the trade campaign in 19 publications. He describes the publicity about the product which magazines, newspapers and trade papers are using, and the point of sale material, which is being widely used.

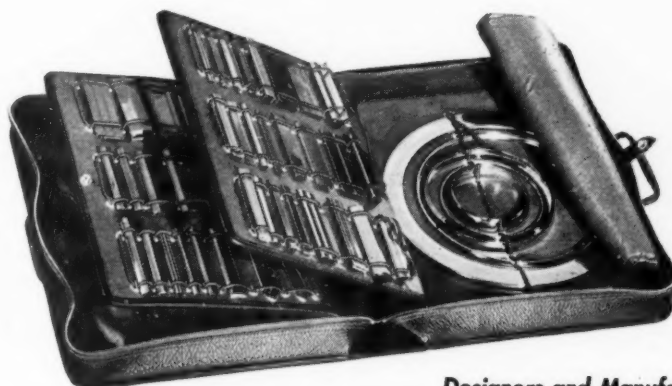
One way in which the point of sale program helps to build business for retailers (and therefore for jobbers) is by suggesting Scotch and rum Manhattans, as well as the conventional rye. This is done with a mirror or window strip called "Three Manhattan Toppers." Another display shows that the Old Fashioned is not the exclusive property of rye, but may be made with bourbon, Scotch, rum, apple, Irish, etc.

After the presentation itself is concluded, there is usually a short period of questions and answers, but the presentation has been made so complete and so all-embracing that most questions have been anticipated and already answered. A typical comment by salesmen after seeing and hearing the presentation is, "Angostura was always one of those products which I have more or less taken for granted. I never dreamed there was so much to it, and I feel that I can now go out and sell it intelligently."

OCTOBER 10, 1941

## ANSWER TO A SALES MANAGER'S PRAYER

● Your sales presentation may be as involved as the moulding manufacturer's, whose salesmen now carry one hundred and ten assorted shapes in this compact display case. Whatever your problem, we would like to help you supply the answer.



Designers and Manufacturers

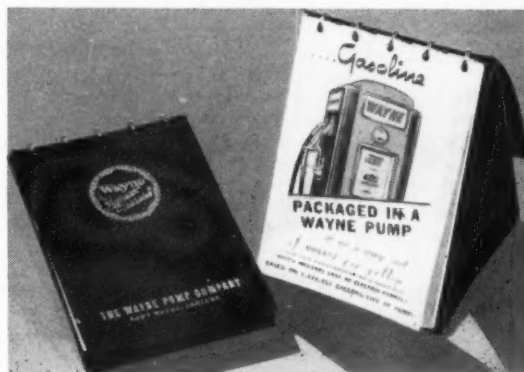
AMERICAN LEATHER PRODUCTS CORP., INDIANAPOLIS, INDIANA

## MEET THE "QUICKIE"

### A "Pocket Persuader" Portfolio

**T**HE "Quickie" provides a new technique in visual selling. Pocket size — built for fast presentation.

Loose leaf — opens easily to admit new material. Good anywhere, but particularly useful where salesmen call frequently. Made in any pocket size. Imitation leather binding. Extra flat base with perfect collapsing of easel.



From the streamlined "Quickie" to the heavy hitting jumbo sizes—Michigan makes an interesting line of sales portfolios.

Get acquainted with this line — write for illustrated folder.

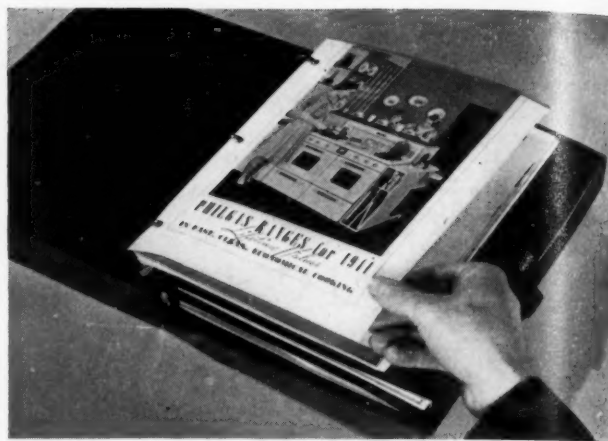
**MICHIGAN BOOK BINDING COMPANY**  
1036 Beaubien Street • • • Detroit, Michigan

MONTREAL  
TORONTO  
WINNIPEG

**GIBBONS KNOWS CANADA**

J. J. GIBBONS LIMITED • ADVERTISING AGENTS

REGINA  
CALGARY  
EDMONTON  
VANCOUVER



# Sales Equipment with Today's Date Line

**1. Color Aid:** Alexander Smith & Sons Carpet Co., Yonkers, N. Y., have developed the "Colorama Selector" to aid their salesman in helping customers choose the correct carpet color. The Selector, a huge visual-type portfolio supplied by the X-Ray Sales Method, Inc., Chicago, is so planned and arranged that the prospective purchaser may either follow the suggestions contained in it or plan her own color scheme. In either case, she is able to see exactly how the room will look. Attached to the Selector unit are actual samples of merchandise in identical patterns reproduced in the Selector.

**2. Three-in-one Presentation:** Philgas Division of Phillips Petroleum Co., Bartlesville, Okla., has introduced this year a new three-in-one sales presentation binder to cover the three distinct lines—kitchen ranges, refrigerators and automatic water heaters, which their dealers and salesmen sell. This is essentially three ring binders attached together in such a manner that they collapse one upon another, accordion fashion, for convenience in carrying in a zipper case. Otherwise each presentation is entirely separate, with its own cover, clasps, etc. Binding and case by the Burkhardt Co., Detroit

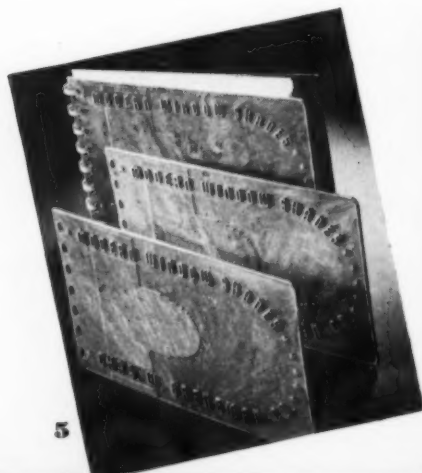
**3. Portable File Cabinet:** For salesmen representing a company that distributes regularly over 4,000 different items, the physical problem of keeping available the necessary sales and technical literature is by no means simple. American Type Founders Sales Corp., Elizabeth, N. J., has licked this problem by inventing a portable file cabinet which conveniently fits into the trunk of a car. To assure proper use of the kit, the individual salesman is required to sign a pledge that he will keep his file up-to-date; will have it in his car whenever he is out on business.

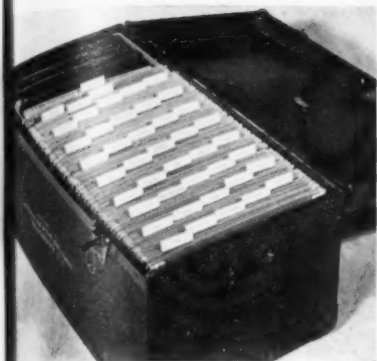
**4. Visual Kit Book:** Insurance salesmen representing the New York Life Insurance Co. use this well illustrated book to demonstrate life insurance needs to prospects, to help close sales, and also to effect reinstatement of lapsed policies. The "Three Angle" Binder, supplied by Barrett Bindery, Chicago, enables the agent to set the book up at 65° or 25° angles, which makes it easier for the prospect to see the pages. Salesmen are urged to add interesting pages of their own, to weed out dead material from time to time in order to make the book a distinctive up-to-date sales aid.

**5. Plastic Bound Book:** Molded Tenite is an innovation in the art of book-binding. Raised lettering and decoration, etched into the mold, eliminate stamping, embossing and tooling operations. Charles W. Breneman Co. uses these sturdy Tenite covers on its window shade sales presentation. The covers will not dent, crack or tear—corners will not break or bend. The colors cannot wear or rub off, and the smooth surface of the book makes it easy to keep clean. (Molded by Eastman Kodak Tenite by Belmont Molded Plastics, Inc., Cincinnati.)

**6. Sparton Portfolio:** Sparks Withington Co., Jackson, Mich., uses zippers to protect and hold in place the leaves within the portfolio which describes the new Sparton radio to dealers and prospective dealers. The book consists of large heavy sheets with a "Fabcote" cover. This cover is closed at both top and bottom by zippers, and the entire assembly is then carried in a padded "Fabrikoid" loose-leaf tallyho, with button flap, carrying handle, and a folding wing on the back for convenience in setting up the portfolio on desk or table. Bound by the Michigan Book Binding Co., Detroit.

**7. Demonstration Kit:** Eureka Vacuum Cleaner salesmen carry their own dirt with them to prove the effectiveness of the machine. The demonstration kit includes packages of sand, soda and kapoc used to simulate the different types of dirt, and in addition includes actual parts of the vacuum cleaner to show the quality and workmanship. Also





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contained in the kit are two different types of rug material for use in demonstrating, a sample can of wax to use with the Eureka floor polisher, and a quantity of filters for taking quick samples of dirt in a customer demonstration.

8. Presentation Book: General Electric dealer and distributor salesmen use this new packaged sales presentation book to sell the "packaged" cooling line. The 80-page book, printed in three colors and bound in a red zipper case, is given to each salesman together with a "How to Use" book. Survey and Selection Sheets are included in the back pocket. At the end of each call, the salesman with the help of the prospect makes a quick survey of the premises and the proper unit to do the job. This forces the salesman to ask for the order at a definite point in the presentation. Bound by the Heinn Co., Milwaukee, Wis.



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## Increase Sales Efficiency

### With Visual Sales Presentations



#### "VISUALOPE"

Sales albums equipped with transparent acetate envelopes and new "SWING-O-RING" loose leaf binder. Attractive artificial leather covers. 12, 24 or 48 sheet or photo capacity.

#### THE MODERN WAY TO SELL YOUR PRODUCT

- quickly
- convincingly
- completely

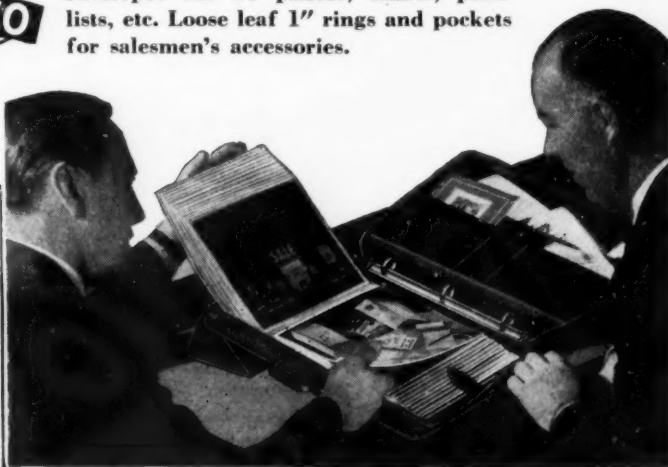
Transparent "Acetate" Envelopes protect, beautify and dramatize your Sales Story with greater results.

SALES CASE SPECIALISTS FOR OVER 25 YEARS



#### "SALESFOTO VISUALIZER"

Complete Sales Kit. Has 25 transparent envelopes for 50 photos, charts, price lists, etc. Loose leaf 1" rings and pockets for salesmen's accessories.



Write today for a new catalog of Modern Sales Cases.

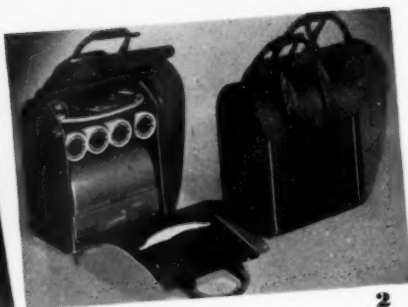
STEIN BROS. MFG. CO., INC.  
231 S. Green St.  
CHICAGO

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# Just Say "Look!"

**1. An "Easy" Demonstrator:** Quick but thorough reading of Easy Washing Machine's new sales aid, "The Miracle Minute Demonstration," is provided by large photographs, two-color prints, and very little written matter. An easel attachment is used to display the book right on the rim of the washer. The company uses the book for four purposes: (1) Sales training manual for new salesmen; (2) self-demonstrator for casual customers; (3) in-the-house demonstrations, and (4) an aid to the manufacturer in controlling the salesman's floor demonstrations. The book has proved to be an easy way to teach Easy salesman how to clinch easy sales.

**2. Carrying Kit:** Van Ausdol and Farrar Ediphone Co., Indianapolis, uses this convenient Ediphone set containing the Ediphone, four cylinders, and a space for carrying papers in two ways. The set itself is sold to executives for home and traveling use and in addition the kit is used as a sales aid by Van Ausdol & Farrar salesmen. Many company executives after seeing the case in use as a demonstration unit have decided that it was a "natural" for their own private use. Case by American Leather Products, Indianapolis.

**3. Sample Case:** This brief bag enables Continental Coffee salesmen to carry numerous samples of their products plus order blanks as well as the "Visual Binder" which fits into a pocket. The binder contains valuable sales data, testimonial letters, photographs, etc., all protected and dramatized by acetate envelopes. Entire job by Stein Bros. Mfg. Co., Chicago.

**4. Sales Kit:** C. E. Niehoff & Co., Chicago, have equipped their distributors with a new and highly efficient case especially designed for their use by Stein Bros. Mfg. Co., Chicago. The basic principle of this case is its use of a series of one-inch metal sections set in a tray. Each section of material can easily be removed, thereby making its presentation quickly, compactly and easily segregated from other material. Metal sections and numerous pockets for division of additional sales material are embodied in a quick-closing durable frame case.

## Make Your Presentations Sing



### Display Your Ads, Charts, Photos etc. in PERMO SELF-SEALING DISPLAY-VUE BINDERS

No muss, fuss or pastepot. Beautifies, protects data.

With Permo Self-Sealing Display-Vue Binders you merely place your ads, charts, photos, etc. on the pages, then overlay the pages with transparent Permo-Seal sheets. Instantly and automatically your ma-

terial is sealed into position, acquires a beautiful luster, and is permanently protected against dirt, dust, moisture, curling or tearing.

Binders are loose-leaf; pages may be changed at will. Choice of brown, blue, green or maroon covers with your name or trademark stamped in gold.

2 sizes: 8 3/4" x 11" pages; and 11" x 14" pages. Complete with 20 pages and 20 Permo-Seal sheets from \$2.95 ea. (less in quantities).

Write for sample, prices, etc. stating size and color preferred.

**AMERICAN BINDER CO., INC.,**  
253 Fifth Avenue, New York City

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REPLACEMENTS?

PRICE CEILINGS?

PRIORITIES?

SHORTAGES?

CHANGING QUALITY?

NEW PACKAGING?



## HOW WRONG ARE THE PEOPLE?

These days a lot of people are all mixed up. Facts and rumors about product shortages, product changes, "priorities," etc., are causing customer confusion which may already be having a damaging effect on your sales.

If your product is already a football for consumer speculation, or if it's likely to become so. . . if people are asking, "How long will I be able to buy it? What about repairs? Replacements? Price? Will its quality remain unchanged?"—you owe it to your product and your market to set the record straight.

But you can't do that until you *know*—not guess—the points that must be cleared up. Now is the time when a planned program of marketing research can report to you what your customers are thinking, wondering. In a town, or over the nation, Ross Federal Research can bring you, now, ammunition that may save a lot of grief later.

Ask a Ross Federal man to discuss with you how a small investment in research, now, can later on be worth many times its modest cost.

# ROSS FEDERAL

RESEARCH CORPORATION

**FIRST** with the Facts!

18 EAST 48th STREET, NEW YORK, AND 31 KEY CITIES FROM COAST TO COAST

# Is your promotion adequate to harvest Chicago's bumper crop of sales?

## You go further faster with the Tribune

Is your promotion adequate to get more of the prizes in the fast-expanding Chicago market? Too titanic in size to treat casually at any time, Chicago today offers special opportunities which invite and reward intensified selling effort.

You take best advantage of the new sales pace in Chicago when you build your promotion around the Tribune. With more than 1,000,000 net paid, every day of the week, the Tribune is the one medium which delivers the full-market circulation you need in order to get the sales you want.

On weekdays the Tribune now delivers . . . at one low cost . . . from 605,000 to 640,000 more total daily circulation than other Chicago daily newspapers. On Sundays it delivers from 300,000 to 725,000 more than other Chicago Sunday newspapers.

Base your drive on the Tribune and you apply the balanced, marketwide pressure you want in metropolitan Chicago. You get from 440,000 to 460,000 more daily circulation right in Chicago and suburbs than other Chicago daily newspapers deliver—and more than any two other Chicago daily newspapers combined.

And on Sundays the Tribune delivers in metropolitan Chicago from 345,000 to 410,000 more than other Chicago Sunday newspapers—and more than the other two Chicago Sunday newspapers combined.

Regardless of what you sell or to whom you sell, the Tribune reaches more prospects for you than any other Chicago newspaper. In addition, it reaches hundreds of thousands of other prospects with stepped-up incomes living in the adjacent territory.

When your advertising runs in the Tribune, you address Chicago thru the medium from which it is accustomed to buy in greater volume than from any other medium in this market. This is a fact proved by the advertising practice of Chicago retailers who, during the first 6 months of this year, placed in the Tribune 51% more advertising than they placed in any other Chicago newspaper.

General advertisers likewise prove it. During this same period they placed in the Tribune 37% more advertising than they placed in any other Chicago newspaper.

*When you can have more, why take less?* Every day you do without the full sales power of the Tribune you are passing up the full measure of sales which easily might be yours. There is no need to pass them up when the Tribune, every day of the week, is delivering the broad, penetrating coverage which enables you to sell more at less cost per unit sold. Tribune rates per 100,000 circulation are among America's lowest.

Ask a representative or your advertising counsel to help you plan a program built around the Tribune—the Chicago medium with which you can develop your greater opportunities here to the full.

| CHICAGO TRIBUNE LEAD IN ADVERTISING LINAGE OVER NEXT CHICAGO NEWSPAPER |                    |                    |
|--|--------------------|--------------------|
|  | 1932<br>1st 6 mos. | 1941<br>1st 6 mos. |
| GENERAL  | 21%                | 37%                |
| RETAIL   | 3%                 | 51%                |

*When you can have more,  
why take less?*



**on Weekdays**  
from 605,000 to 640,000  
more circulation than  
delivered by other Chicago  
daily newspapers

**on Sundays**  
from 300,000 to 725,000  
more circulation than  
delivered by other Chicago  
Sunday newspapers

# Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

THE SALES MANAGER'S MEDIUM

TOTAL NET PAID CIRCULATION NOW IN EXCESS OF 1,000,000 EVERY DAY OF THE WEEK